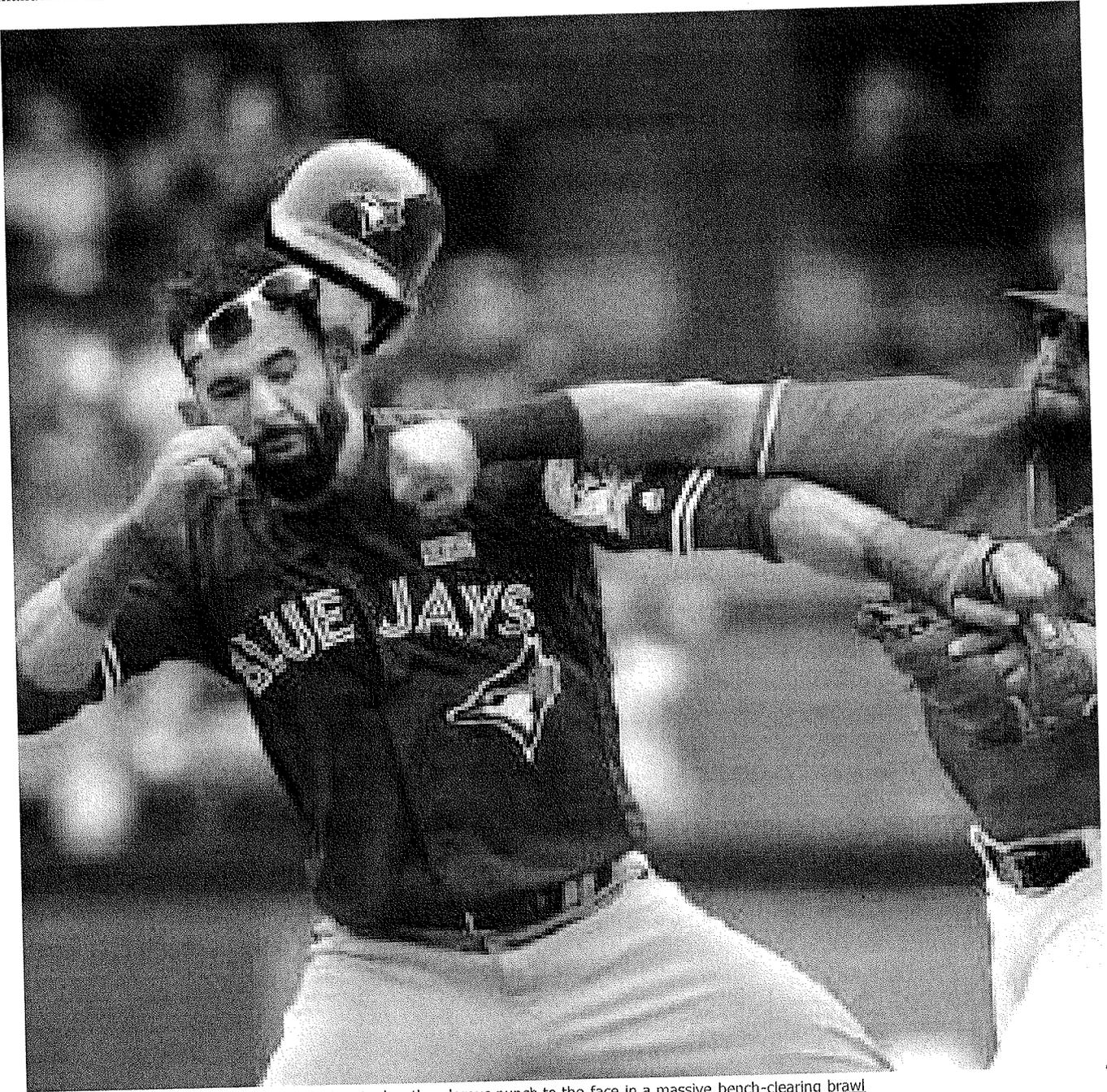


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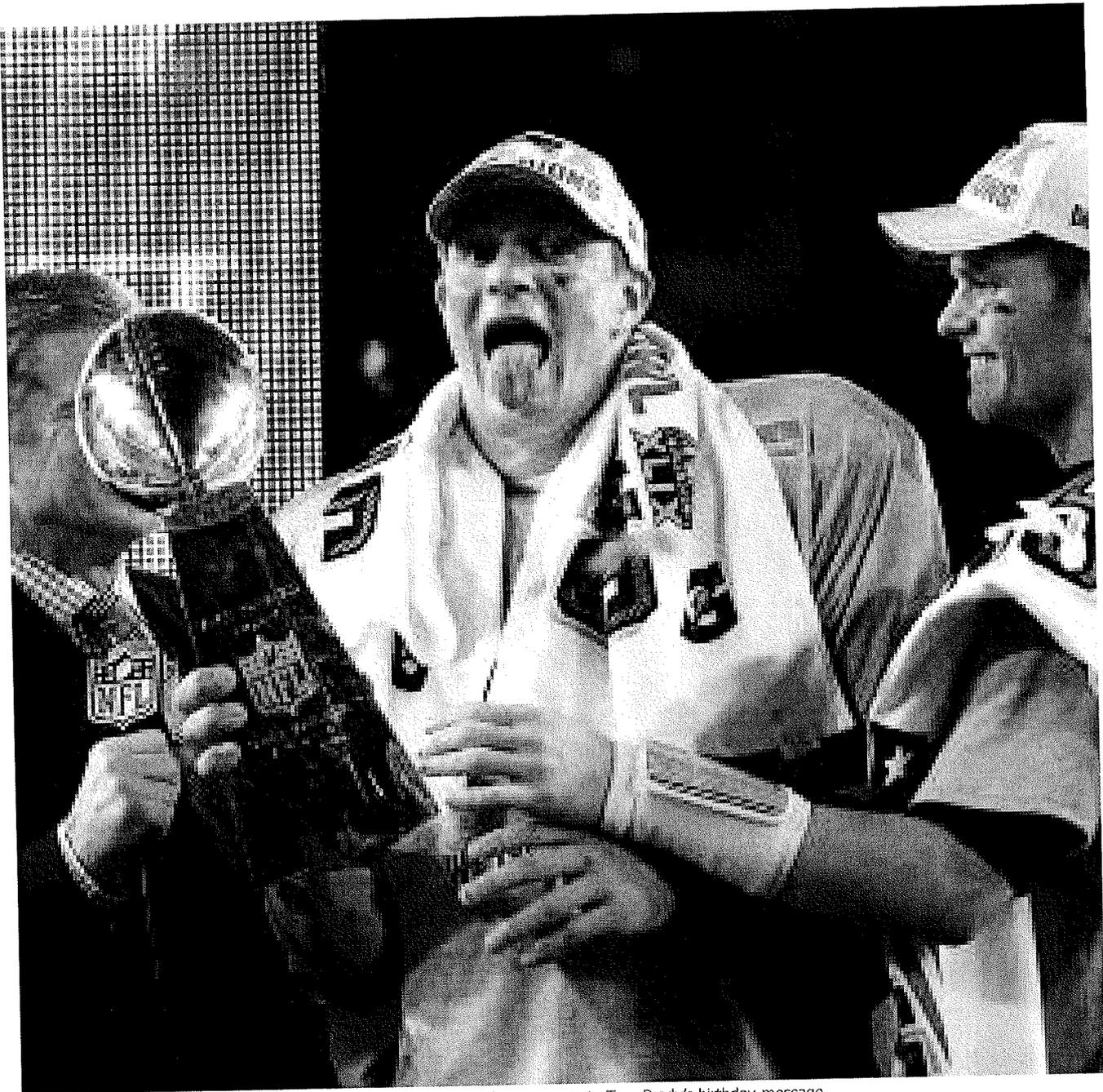
IN THE UNITED STATES PATENT AND TRADEMARK OFFICE  
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	91207836
Party	Plaintiff Volvo Trademark Holding AB
Correspondence Address	LEIGH ANN LINDQUIST SUGHRUE MION PLLC 2100 PENNSYLVANIA AVENUE NW WASHINGTON, DC 20037-3202 UNITED STATES tm@sughrue.com, llindquist@sughrue.com
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A list of current free-maintenance programs is below, and let us know if you would consider a program like when shopping for a new car.

**Jaguar:** Offers the longest program at five years or 50,000 miles, whichever comes first.

**Volkswagen:** Offers four maintenance visits. From the company's website: "Every 2010 Volkswagen comes with Carefree Maintenance, including a no charge Courtesy Vehicle Check. That means regularly scheduled maintenance for three years or 36,000 miles, at no

charge."

**Volvo:** Totals four service visits as well. From its website:

- Scheduled maintenance coverage for the first 3 years or 36,000 miles, whichever occurs first
- The first four regularly scheduled maintenance services at 7,500, 15,000, 22,500 and 30,000 mileage intervals

**BMW:** From its website:

- **New Vehicle/SAV Limited Warranty:** This warranty covers defects in materials or workmanship for the first four years or 50,000 miles, whichever comes first, so you can rest assured your BMW will perform as expected.
- **BMW Maintenance Program:** One of the most comprehensive maintenance programs in its class, covering all factory-recommended maintenance services during the New Vehicle/SAV Limited Warranty Coverage Period, as well as specific items that require replacement due to normal wear and tear, such as brake pads, brake discs and wiper blade inserts.

**Mini:** Mini offers three-year or 36,000-mile free maintenance, plus freeroadside assistance for four years or 50,000 miles.

**Saab:** Three years or 36,0000 miles.

**Land Rover:** Offers a complimentary first maintenance only at 15,000 miles for mostmodels and 7,500 miles for the LR2.

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AUTOMOBILES

# *Volvo XC60: No More Swedish Meatballs*

By JERRY GARRETT JAN. 8, 2007

**Introduced on Sunday:** Volvo XC60 Concept

**Is it real?** This concept will bear a stronger resemblance to the production model than Bruce Wayne does to Batman, minus the cape and funny hat.

**What's the point?** Ford has this new Land Rover LR2 platform sitting around, all lonely and otherwise unused, so why not stick a Volvo crossover body on top of it?



The Volvo XC60 concept car. Carlos Osorio/Associated Press

**What they said:** “It is time to once and for all to forget about boxy Volvos,” said Steve Mattin, the chief designer. “Instead we will make our Swedish design heritage more emotional and radiant by adding sculptured, exciting shapes and new innovative features.”

**What they didn't say:** This platform may make for a wimpy Land Rover, if you expect your Land Rovers to run with the gazelles and swim with the crocodiles. Chances are, the architecture will be happier as a Volvo cross-dresser. Fancy design tricks like see-through seats, a glass roof and a split tailgate are destined for the cutting room floor.

**What makes it tick?** The concept uses the 3.2-liter in-line 6 from the S80 and base XC90 that is optimized to run on E85 ethanol. In this configuration it makes 30 more horsepower (265 total) than the gasoline version. Faux greenery alert: the ethanol model gets 20 percent worse fuel mileage.

**How much, how soon?** On sale early in 2009. Expect it to be priced like most new Volvo models: high.

**How's it look?** Ikea meets Herman Miller.

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# Volvo S60 is sporty, elegant and safe



By Cheryl Jensen, Special to Tribune newspapers

MARCH 14, 2011, 12:31 PM

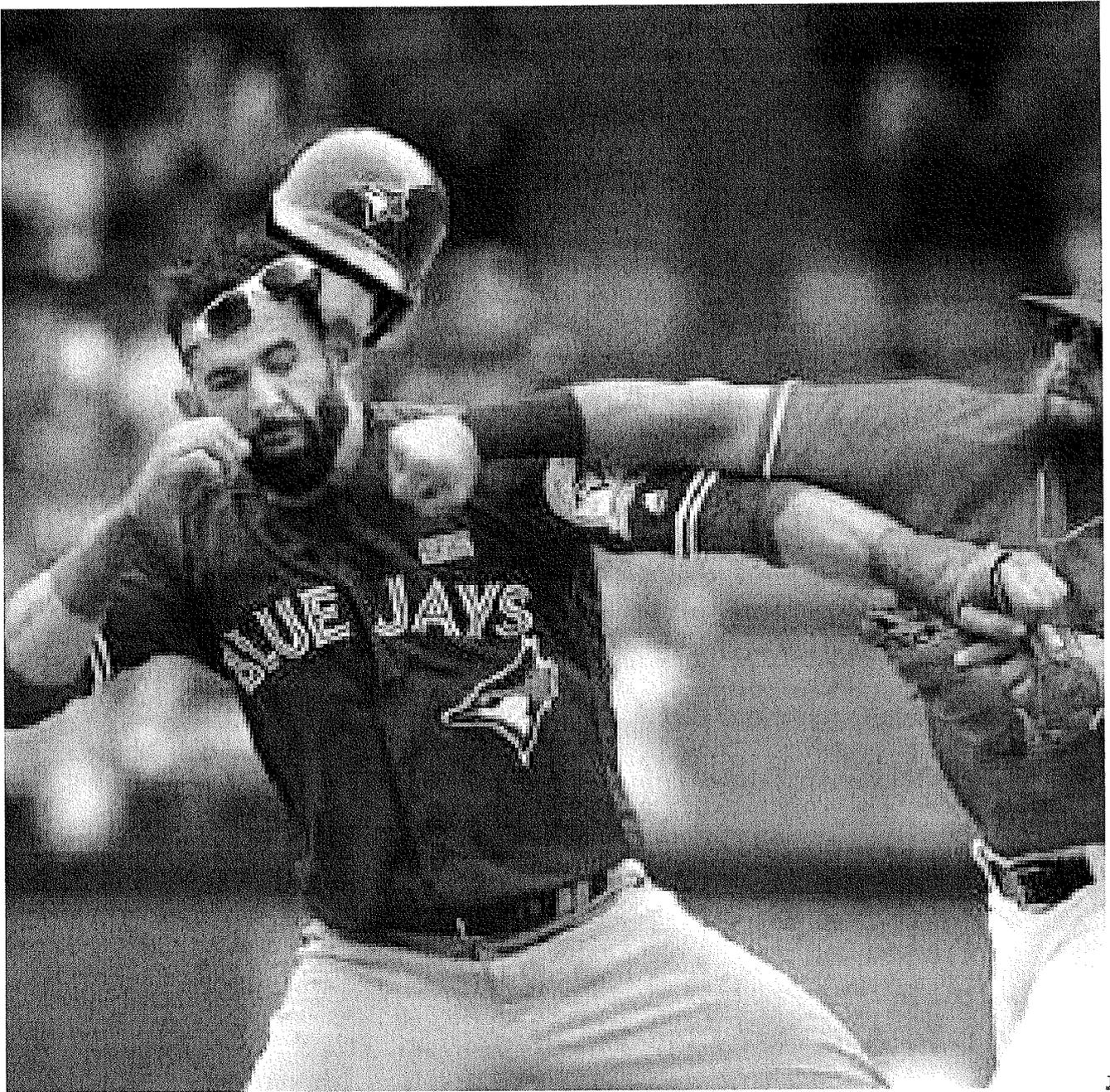
**S**lipping into the front seat of the new Volvo S60 — with its ultra-slim center console, all-black interior with Volvo's "Shimmer Graphite" metal accents — I was struck by its understated elegance.

An all-black interior is difficult to pull off. It can be depressing, or, as in this case, can convey the refinement of Audrey Hepburn in the opening of "Breakfast at Tiffany's" in that iconic Givenchy black gown.

The rest of this sports sedan doesn't disappoint either.

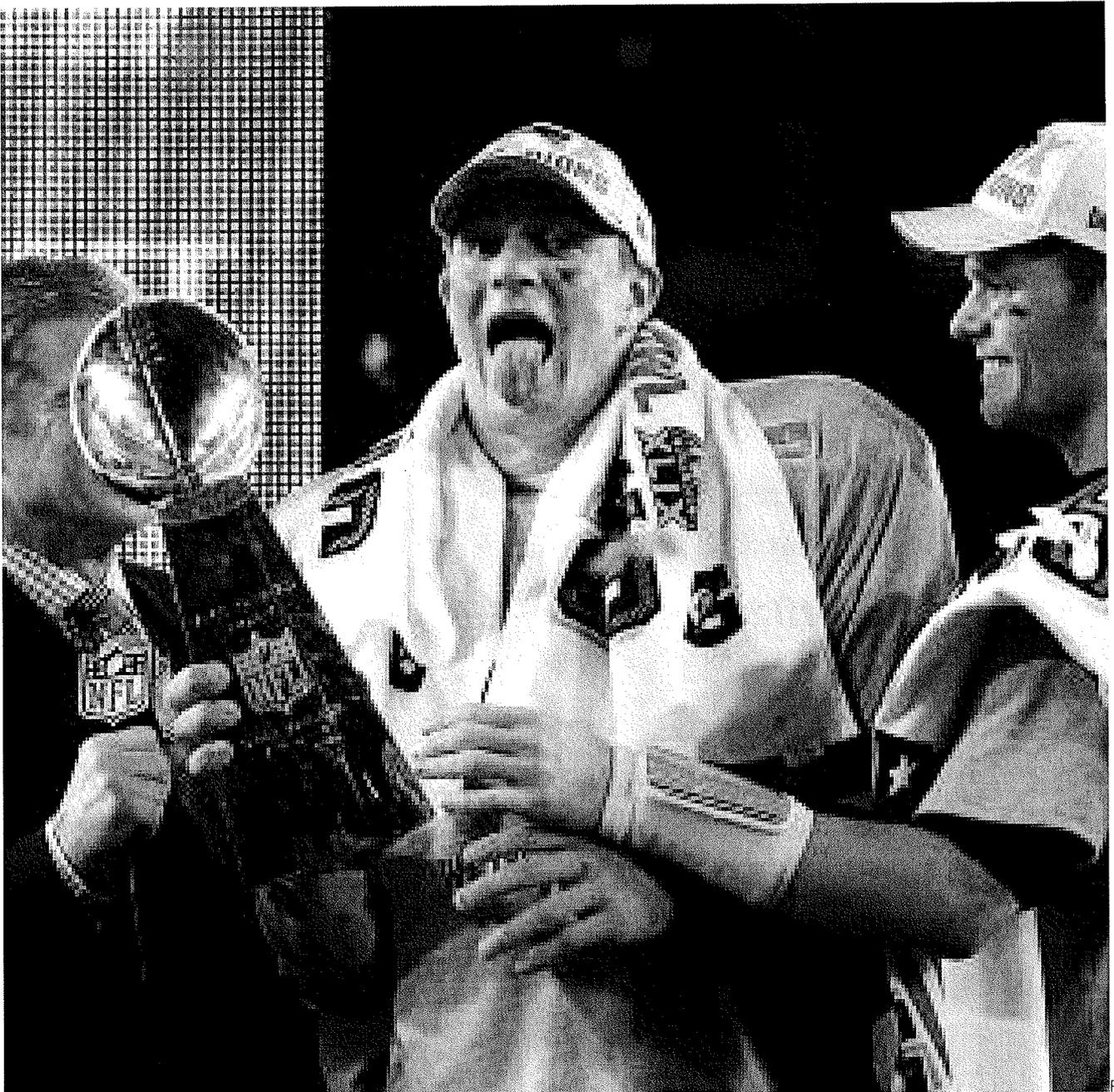
It is not often that I have this much fun behind the wheel. OK, it doesn't have the sporty feel of its rear-wheel-drive competitors; so at times it felt a bit nose-heavy going through turns.

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But press hard on the accelerator and the S60 really takes off with 300 horsepower and 325 foot-pounds of torque starting at a low 2,100 rpm. This 3-liter turbocharged six-cylinder engine is the most powerful six-cylinder that Volvo offers.

A six-speed automatic transmission with a manual shifting option is standard. Put it into Sport mode and the downshifts seem to come far more quickly, making the S60 even more responsive. This transmission replaces a five-speed automatic.

The great power is matched by great steering, which is nicely weighted whether trundling around town or on the highway. The body feels strong and rigid; unfortunately, a noticeable amount of road noise intrudes.

I do have to compliment the Haldex all-wheel-drive system. The S60 was mistakenly delivered with summer high-performance tires. Despite such a severe handicap, it was able to progress up our snow-covered, steep New Hampshire driveway. It wasn't easy, but it made it.

This is only the second generation of the S60, which was first introduced as a 2001 model. The new model's wheelbase is 2.3 inches longer. It is an inch longer overall and 2.4 inches wider. Along the way, however, it lost almost 2 cu.ft. in trunk space.

The T6 starts at \$37,700 for a very nicely equipped car, which includes all-wheel drive, 18-inch wheels, power driver's seat, power folding rear head restraints, leather sport 3-spoke steering wheel, dual zone climate control, sound system with USB inputs and MP3 capability, Bluetooth interface, leather seats, satellite radio and a seeming redundancy of stability and traction control features.

Safety features include side curtain airbags, side airbags and whiplash protection front seats. But Volvo is now moving aggressively into the area of "active" safety to prevent crashes with a goal of having no deaths or serious injuries in a Volvo by 2020.

Volvo says that City Safety, which is standard, can lessen or avoid low-speed rear-end impacts at up to 19 mph by automatically stopping the S60 if a car in front stops unexpectedly.

With a couple of packages and stand-alone options, the price of the vehicle I drove ran up to \$42,600.

The \$1,500 premium package has power sunroof, power passenger seat, and dual xenon gas discharge headlights that turn as the steering wheel turns to better see around curves.

The \$2,100 technology package adds adaptive cruise control; lane departure warning; distance alert and driver alert control. Two other features, collision warning and pedestrian detection can apply full automatic braking to avoid collisions with a pedestrian at up to 22 mph or with another vehicle if the speed difference between the two is up to 22 mph.

With this Technology Package, the S60 has to be one of the most considerate cars on the planet, concerned with keeping everyone safe under any circumstances and at any speed.

Mine also had metallic paint (\$550) and a FOUR-C Chassis (\$750), which lets the driver choose from three driving modes (Comfort, Sport or Advanced). The Comfort mode seemed to do a good job of muting big tar strips without marring the handling.

Volvo expects a popularly equipped model with the Premium Package and a couple of other stand-alone options to run \$41,400.

All in all, it is an impressive blend of luxury, safety and performance at a price that is not out of line in its segment.

transportation@tribune.com

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Auto review: 2011 Volvo S60 is sporty, elegant and safe - Chicago Tribune



# C70 convertible builds solid case for Volvo

By **Steven Cole Smith**, Tribune Newspapers

JUNE 10, 2010

**I**t's sobering how close Volvo and Saab came to joining Mercury, Pontiac, Saturn, Hummer, Plymouth, Isuzu, Daewoo and Oldsmobile on the growing list of recently shuttered brands.

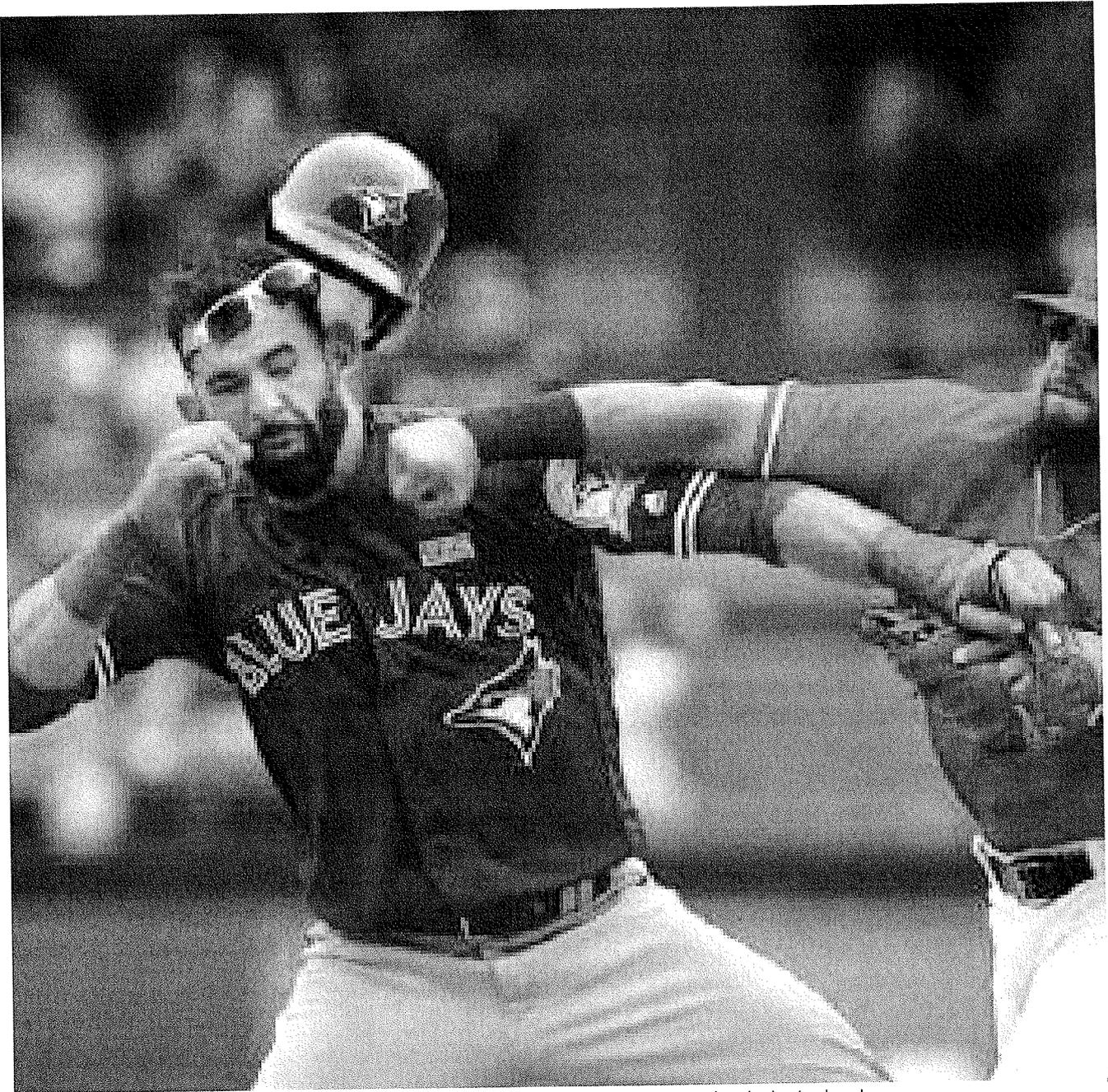
At the last minute, General Motors sold Saab to Spyker, a tiny Dutch sports-car manufacturer. And Ford sold Volvo to Geely, China's largest privately owned automaker.

It would have been a shame to lose the two Swedish automakers, though the long-term future of both is unclear: In Volvo's case, for instance, did Geely buy it to get a dealer network to sell its Chinese-built vehicles here? Or does it plan to let Volvo operate with some autonomy, building solid, premium automobiles for an admittedly niche market?

I hope the latter's the case, as I've seen little evidence that any Chinese manufacturer is ready to do business in the U.S. under its own brand, with its own cars. The best thing

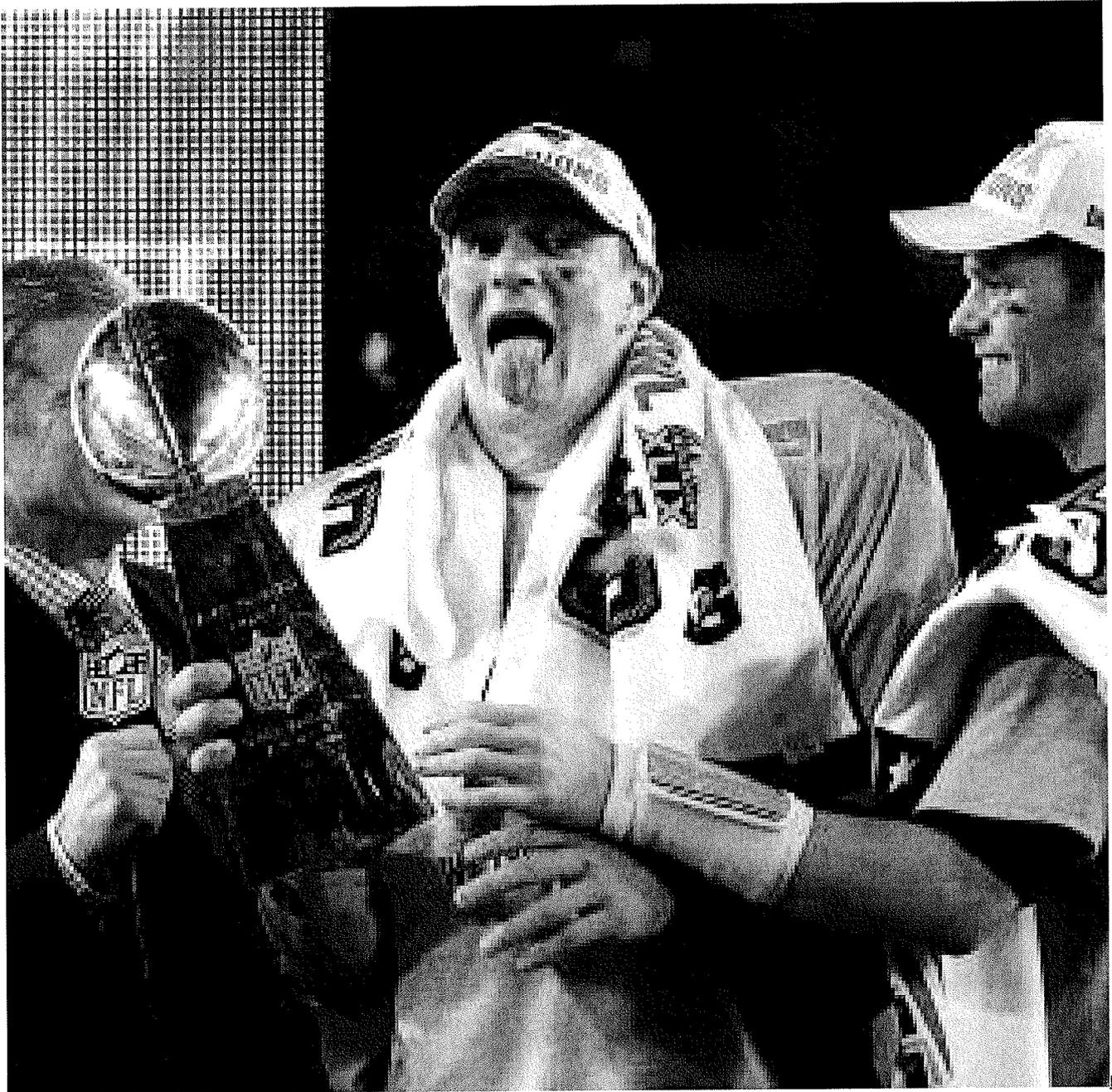
Geely can do is watch Volvo and learn. But Sweden is among the most expensive places to build a car and China is among the cheapest. So, if I worked at the Volvo plant in, say, Uddevalla, Sweden, where this test car was assembled, I'd be worried.

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Fortunately, politics and posturing did not affect the 2010 Volvo C70, a model I had not driven in several years — time enough to forget how much I like it. The C70 is a four-seat convertible with a retractable hardtop that lowers into the trunk at the touch of a button. Certainly there's something charming about traditional cloth tops, but these retractable hardtops *are* the best of both worlds — the safety and structural integrity of a coupe and the ability to go topless.

It doesn't hurt that, since its introduction in 1996, the C70 has been the vehicle that led

Volvo away from its "boxy but good" reputation for industrial styling.

Inside, the C70 is showing its age a bit. Instruments and controls look a little dated, and the optional, smallish navigation system pops up out of the dash top like an afterthought. Front seats are a bit flat, with less adjustment than I like, but they're certainly adequate. Rear seat room will satisfy two short passengers, especially if those riding upfront are short, too.

Handling is not quite at sports-car levels, but it's very good, and the ride is smooth and surprisingly quiet with the top up. Trunk space is 12.8 cubic feet with the top up, less than half that with it stowed.

The 2010 C70 starts at \$39,950, and with options, most of which I could happily do without, the test car listed for \$46,550. There will be some styling updates for 2011 — no notable mechanical changes — so I would expect a discount off a 2010's sticker.

This is a good car. Volvo in general, and the C70 in particular, deserve a future. I hope Geely sees it that way.

scsmith3@tribune.com

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# 2.8 million miles and counting

By **Barbara Mahany**, Tribune Newspapers

AUGUST 19, 2010, 5:54 PM

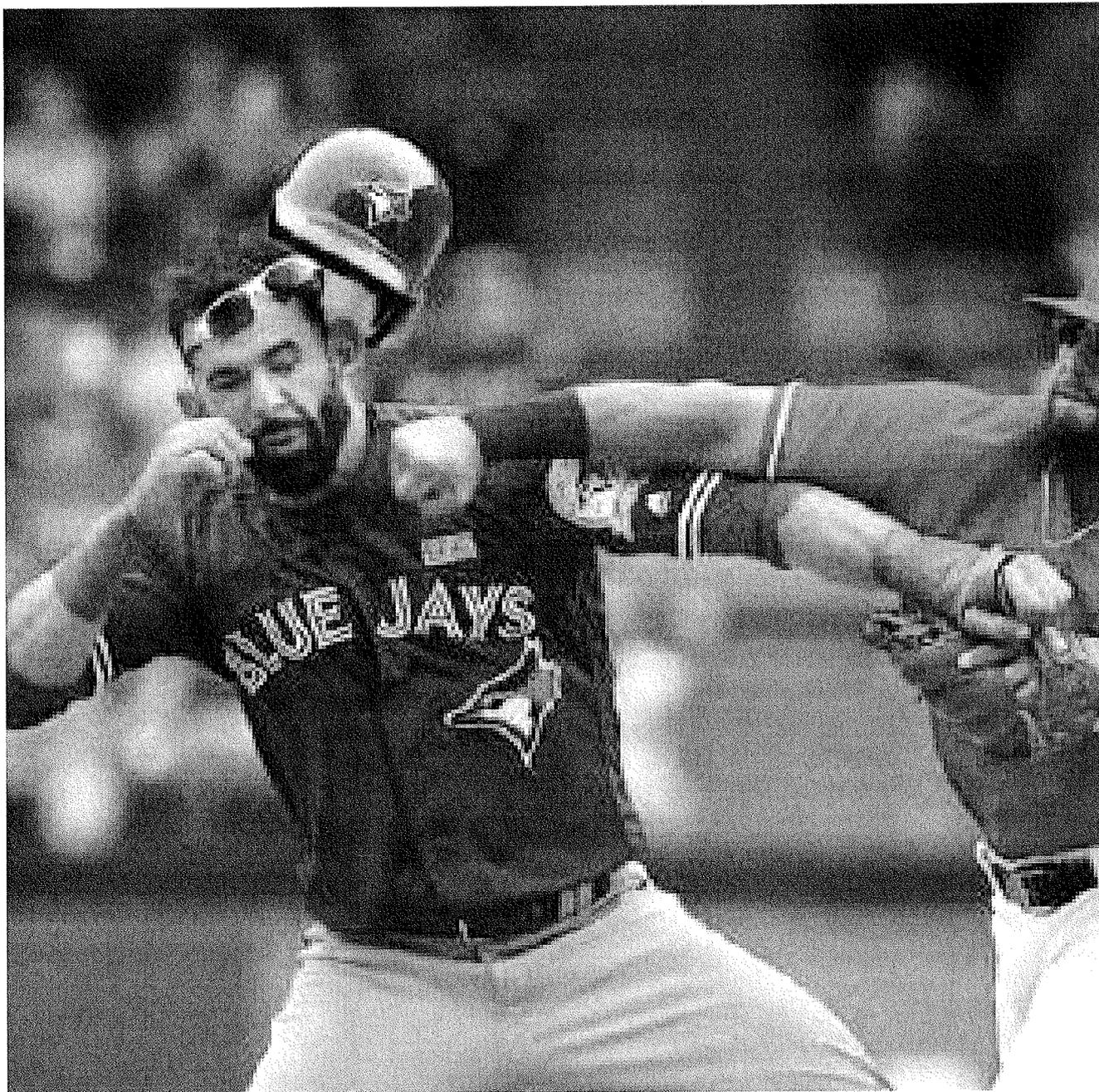
**I**f you were to waddle down Irv Gordon's Long Island driveway, slide behind the wheel of his old red Volvo and take a gander at the odometer, you'd see a measly parade of five unassuming digits, starting with a straight-up 1, moving on to ho-hum 2, and backed up by a hardly impressive trio, a mere 872. Not the stuff of news tales. Not even worth a second glance.

Ah, but that old clicker belies the story here.

What you can't see are the 2.8 million miles already logged on the 1966 cherry-red Volvo P1800. Maybe if you glanced at the plates, MILN MILR, you'd start to grasp the dimensions of this long-distance epic.

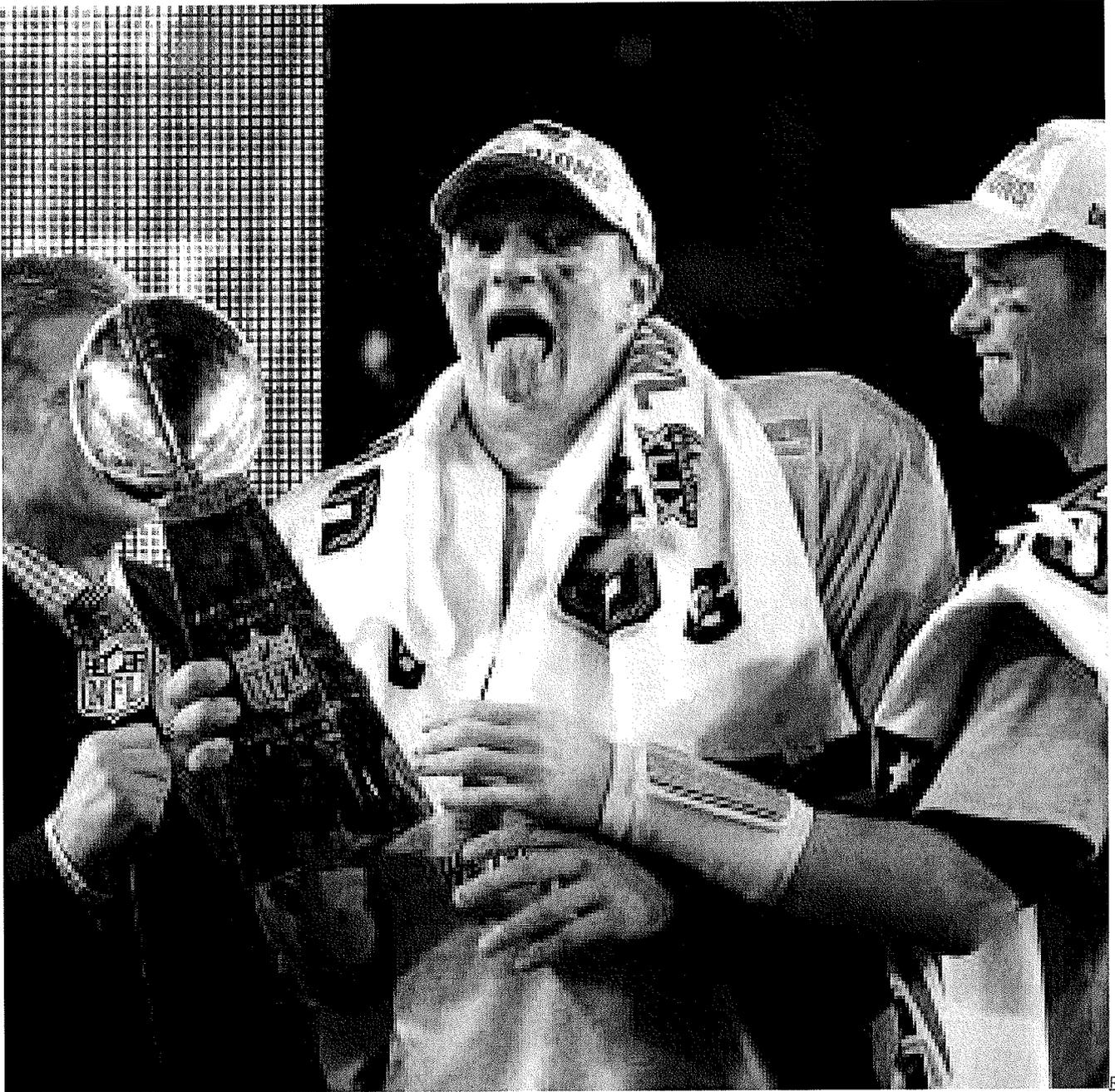
Fact is, folks, Mr. Gordon, his trusty mechanics, Nino and Bob, and Volvo have kept meticulous track of every last mile logged in, lo, these 44 years, and it seems Gordon is *the* world-record driver. There's not a driver on the highways or the backroads, nor even any cul-de-sac, who's eked more miles out of one trusty vehicle.

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And the old red ever-reliable sedan, complete with crank windows and not a cupholder to be had, is duly logged in the Guinness World Records as the four-wheeled epicenter of "the highest certified mileage driven by the original owner in non-commercial service."

Gordon, who just turned 70 and figures he'll cross the 3-million mark some time in the next three years, has been hooked on that car with no name ever since he walked into the Volvoville dealers (now in Huntington, N.Y., then in Massapequa), and spied it sitting off in a corner all by its lonesome.

The year was 1966. He'd had it with a string of bad-luck Chevys, including one that broke down four blocks away from the dealer as he drove it off the lot, and went downhill from there.

He'd never seen nor heard of a Volvo, but a friend, a foreign-car freak, hauled him in to see a Volvo convertible he'd spotted in a magazine. Turned out the dealer had shaved the top off a P1800 sedan, made it into a topless little thing. And, while there, the salesman tossed Gordon the keys, so he took that baby out for the next three hours.

He was hooked, all right. Came back with his dad and test-drove another one, complete with top and air-conditioning to boot. But, seeing as he was a junior high science teacher making a mere \$4,200 a year, the \$5,100 sticker price pushed the air-cooled car clear outa reach.

So Gordon turned his attentions to the lonely red sedan. "That was on a Wednesday," he recalls. "I came back on a Friday and drove it home. I took the folks for a drive. Then I clocked 1,500 miles by Monday morning. I didn't sleep; I drove for two days. Around the neighborhood— New York, New Jersey, Connecticut."

Gordon's been driving ever since. Back in his teaching days, he logged 125 miles in the back-and-forth to work, every schoolday. And averaged around 60,000 miles a year. But once he retired, in 1996, he upped his yearly spins into the 100,000-plus neighborhood. "Until it wore me down, and I got sick," he says, of all his long-distance hauls. "No exercise, bad food, and who likes traffic," he adds, pinpointing the downside to all time behind the wheel.

His longest single trip was one from Long Island to Los Angeles — some 2,800 miles, a mere weekend's drive, from Friday night to Monday morn.

And despite his dutiful ministrations, the old car has suffered its bumps and bruises — three times, to be precise.

"Usually when the car is parked," he says, ticking off the mishaps: There was the time the tractor-trailer "buckled our nose," he says, his use of the plural possessive pronoun giving away his attachment; "a lady in an Olds" who drove into the back of the car at a stoplight; and the "lady in the 'hood" who was trying to parallel park and took off the quarter panel.

Gordon, who is fastidious about each and every oil change, tire rotation and lubrication

called for in the owner's manual ("must reading," he insists), has had the engine rebuilt twice, and is sure as heck he'll hit the 3 million mark before the old car earns its final glide into P for Park.

He practically purrs when talking about the old car. "It's very, very comfortable," he says of the driver's seat that's long since molded to his, um, contours. "It's like putting on an old pair of shoes. I feel right at home. If I was blindfolded, I could find everything in that car."

That's what happens when you're on the road for a long, long time with the one you love. Even when that happens to be a car without a name.

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Three Million Mile Man: The World Record Holder and his Old Red Volvo - Chicago Tribune



# Volvo S60 T6 packs sporty power and safety features



The Volvo S60 has a three-liter, turbo-charged six-cylinder gem of an engine that pumps out 300 horsepower and 325 pound-feet of torque. (Volvo)

By David Undercoffler, Los Angeles Times

DECEMBER 22, 2010, 7:56 PM

**A** decade in the automotive industry is like the passing of the Mesozoic era; a lot changes. In 2001, Hyundais were questionable and Toyota was infallible. Pontiac, Oldsmobile and Plymouth existed. Scion did not. So it may come as a bit of a surprise that it's been 10 years since Volvo pulled an all-new S60 out of the oven.

With the exception of an ornery transmission and navigation system, the 2011 S60 was worth the wait.

Volvos have always been long on safety and (with a few exceptions) short on sporty. The company knew that if it was intent on positioning the S60 as competitive against the segment's leading performers like the Audi A4 and BMW 3 series, engineers were going to have to channel their inner Emeril Lagasse and "kick it up a notch."

To wit, the engine in the S60 T6 all-wheel drive I tested (base price is \$38,550) was a three-liter, turbo-charged six-cylinder gem that pumps out 300 horsepower and 325 pound-feet of torque. The power comes on smooth, the turbo lag is minimal and Volvo estimates a zero-to-60 time of 5.8 seconds, which frankly seems conservative.

Power is routed to the standard AWD system through a six-speed automatic transmission with a manual mode (but no paddle shifters.)

This transmission is clearly the weak link in the car's performance, especially when you push it. In full-automatic mode, the S60 avoids the red line like a frightened turtle and instead upshifts too eagerly. Thinking you're clever by kicking the transmission into manual mode only nets you slow shifts in either direction.

The rest of the S60's character is indeed sporty, though it doesn't quite have the dance moves to vault it to the top of the segment. There is minor body roll and understeer, but overall it's a very balanced, solid ride.

The sport mode affords the driver a bit more leeway in tossing the car around turns before engaging the stability and traction control.

The steering feel is excellent, and drivers can choose from three levels of power assistance, though this feature is ultimately superfluous as "normal" mode is the best choice.

Those who think the S60 T6 is too powerful or too expensive should consider the T5. A starting price of \$32,300 gets buyers a front-wheel drive car with a 2.5-liter, five-cylinder turbocharged engine good for 250 horsepower and 266 pound-feet of torque.

The only thing better than the T6's engine is the car's interior.

Everything you touch has a satisfying feel to it that tells you the Swedish hands that put the cabin together are probably very good at massages too.

The leathers, plastics and metals are first rate and belie this Volvo's price tag. Same for fit and finish. The seats are comfortable and supportive.

The presentation of the S60's controls and instrument panel is simple and clean without being austere. Volvo fans will appreciate the familiar font in the jeweled speedometer and tachometer, which carry over the floating gauges from Volvo's XC60 sport utility vehicle.

Things get ugly, figuratively speaking, when you turn to the navigation system.

After some 500 miles in the car, I found myself more eager to assemble a particle-board dresser from Ikea — drunk and blindfolded — than I was to use the system.

Entering a simple destination or finding a point of interest is maddeningly slow and counter-intuitive. Other rote tasks such as adding a stop or changing your destination mid-route are equally infuriating. Using a navigation system's voice commands is usually foolproof, yet even this was an onerous task that required excessive repetition to get a desired result.

Any navigation system today should be able to master these fundamental tasks. How do you say "anger management" in Swedish?

The only other downside to the S60's interior is the snug rear legroom. If everyone in your travelling party is tall, prepare to fight for the front seats.

The rest of the S60 is more spacious than it seems, both inside and out. All other dimensions are about the same as an Audi A4 or BMW 3 series. The exterior casts forward the avant-garde look that saw its genesis in the original S60. The look is sophisticated and urbane, especially at the front of the car, where a futuristic collage of geometric shapes converge.

Protecting all this style (and occupants) is something Volvos have always excelled at, and this S60 continues that legacy. All S60s come standard with a host of airbags including side and side curtain, as well as traction and stability control, anti-lock brakes with brake assist and what Volvo calls City Safety.

This system works at speeds up to 18 mph and uses an infrared laser to monitor the car in front of you. If it senses that the leading car has slowed down or stopped and you have neglected to hit the brakes, the S60 will brake for you.

Optional safety systems come in the Technology Package and include adaptive cruise control, lane departure warning and a collision warning system that takes the City Safety one step further. It operates at any speed and first warns a driver with a flashing red light and alarm, and then brakes if the driver fails to do so.

Yet all of this technology doesn't come at the exorbitant cost you might see on other cars. The S60, in any trim line, is a bit of a bargain. The loaded 300-horsepower T6 AWD I tested came in at \$46,200, and that includes the \$2,100 technology system, a \$2,700 multimedia package with a premium sound system, a moon roof and a backup camera. The same power and content in an Audi or BMW would cost thousands more.

If this new S60 is any indication, it was a productive decade for the people at Volvo. Shoppers would be wise to add it to their list. But if you buy one, be prepared to ask for directions.

*david.undercoffler@latimes.com*

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AUTOMOBILES    GREENTECH

## Batteries That Can Multitask

By STEVEN ASHLEY    JUNE 3, 2011

THERE'S more than meets the eye in the battery-powered model car sitting in Emile Greenhalgh's laboratory at Imperial College London.

The model has been modified by the researcher's team to increase the amount of electrical energy it can store — but not by installing a bigger battery. Instead, the team added body components that double as capacitors, devices that hold an electrical charge until they are tapped.

“Although the energies they provide are fairly modest,” Dr. Greenhalgh, a composites expert, said, “they have shown that our material could be used to smooth the demands on the battery, thus enhancing its life.”

Designers of full-scale electric vehicles are working toward the same goal: battery reserves need to be extended because today's technology typically delivers only enough power for about 100 miles of driving. Larger batteries are not necessarily the solution, either. Even the most advanced designs weigh hundreds of pounds, reducing the vehicle's range.

To help cut weight and increase driving distances, engineers are developing car frames and bodies made of carbon fiber-reinforced composites, plastic

materials that can be 50 percent lighter than steel but provide superior strength and rigidity. Although used in a handful of exotic sports cars, carbon composites remain too costly for mass-market cars.

One potential solution is to build autos with carbon composites that can also serve as batteries. The dual-function materials could make E.V.'s and hybrid vehicles lighter as they simultaneously provide extra electricity.

“Structural power technology combines mechanical structure and energy storage capabilities,” said Dr. Greenhalgh, who heads a group at the college working on the concept. “This could allow us to have our cake and eat it too.”

To enable the composite materials to store electricity, the resin that binds the carbon fibers is laced with lithium ions; the fibers serve as conductive electrodes for this type of charge-holding capacitor.

It is different from a battery, which produces electricity from a chemical reaction. Another research group, at the Swedish Institute of Composites, is working on a structural battery.

Dr. Greenhalgh also leads a wider European Union project, which includes Volvo Cars, to study the innovative materials. “Volvo says that structural power technology will be key to the E.V.'s they're developing,” he said.

One of the project's goals is to test a prototype E.V. with a trunk floor that provides electricity. “We're expecting a 15 percent weight savings compared to the standard battery in a conventional structure,” said Per-Ivar Sellergren, an engineer at the Volvo Cars Materials Center in Gothenburg, Sweden.

“Even though the panel will not be large enough to power the entire car, it could provide enough power to switch the engine off and on when the car is stopped at a traffic light,” he said.

Mr. Sellergren said that if future composite battery structures could store energy as efficiently as lithium-ion batteries, an E.V. would require only the roof, hood and trunk lid to be made of such materials to achieve an 80-mile range.

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A version of this article appears in print on , on page AU4 of the New York edition with the headline: Batteries That Can Multitask. Order Reprints Today's Paper Subscribe

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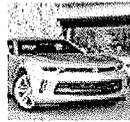
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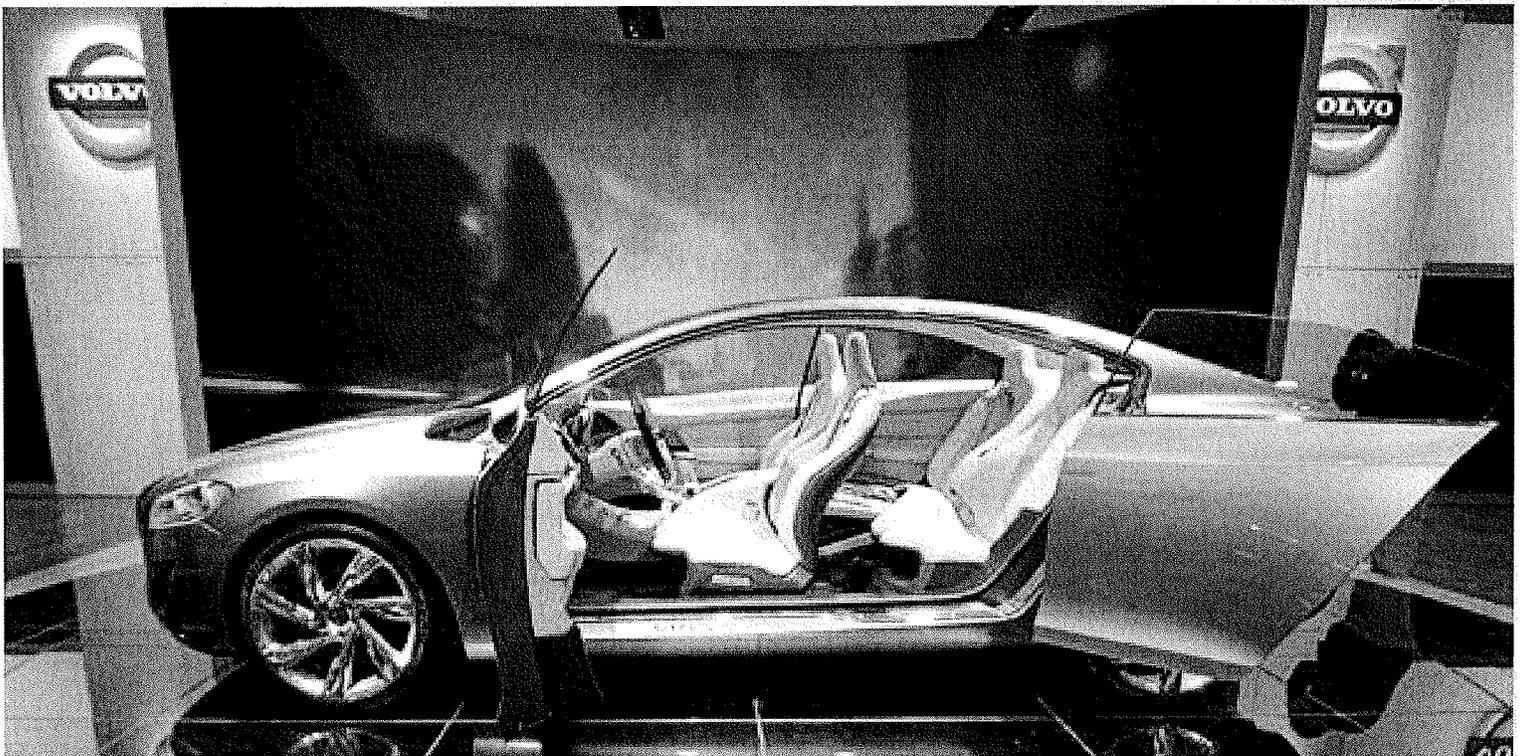
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AUTOMOBILES    DETROIT AUTO SHOW | VOLVO S60 CONCEPT

# *How Scandinavian? Check Out the Viking Ships in the Headlights*

By TIM MORAN    JAN. 12, 2009



Volvo S60 Concept. Adam Bird for The New York Times

## **INTRODUCED ON SUNDAY** Volvo S60 Concept

**IS IT REAL?** Close. The S60 design study will evolve into a production car that goes on sale in 2010.

**WHAT THEY SAID** “The concept car is dazzled with the adrenaline of modern Scandinavian design,” said Steve Mattin, senior vice president for design at Volvo. “In the headlights, images of two miniature Viking longboats sail side by side.”

**WHAT THEY DIDN'T SAY** The “real” car, the one that will end up on the road, may be light on longboats. It may also be missing the genuine crystal center console, meant to suggest a waterfall that flows down from the instrument panel to course through the middle of the car, according to Volvo’s promotional literature. Geno Effler, Volvo’s vice president for public affairs, said, “Many of the elements you see will be in the future car, but some, obviously, are impractical.” Definitely on the way out are the unusual rear parallelogram doors that open out, then fold back along the car’s haunches.

**WHAT MAKES IT TICK?** Almost nothing was said about an engine, meant to be a high-efficiency 1.6-liter in-line 4. Instead, the S60 concept makes a design statement for Volvo’s future exterior styling and a holster for electronic safety technology, including an intelligent cruise control that can brake the car to a full stop; a pedestrian-detection and -warning system; and collision avoidance technology, which combines a camera and on-board radar to detect an obstacle and either stop or slow the car, depending on how fast it is traveling. Among some driver-usable goodies are a J-shape lever on the center console that can be moved to select either automatic or “manual like” shifting, and a set of horizontal louvers in the front grille that can be opened or closed at the driver’s command. Volvo representatives say the louvers are not crucial to the car’s performance; the vehicle is actually more efficient with the grille closed. So the point appears to be changing the car’s aesthetics, or just giving the driver something more to play with.

**HOW MUCH, HOW SOON?** The concept car carries no price, of course, but base prices for the existing S60 are in the low to mid \$30,000 range.

**HOW'S IT LOOK?** The concept looks catlike and powerful — much more in-your-face than any of Volvo’s current models. A lot of the concept is neat

but nutty, like the “offset pony tail” slit in each front seatback. Someone in marketing dreamed up the “longboats in the headlights” phrase, which doesn’t quite come true, but at the other end the taillights offer a distinctive signoff to those you pass. If you want, you can believe all the talk about a birchwood-and-sand interior that isn’t likely to survive intact in the production car, but the reality is that Volvo has created a light, bright and tight design that may speak to customers in any language.

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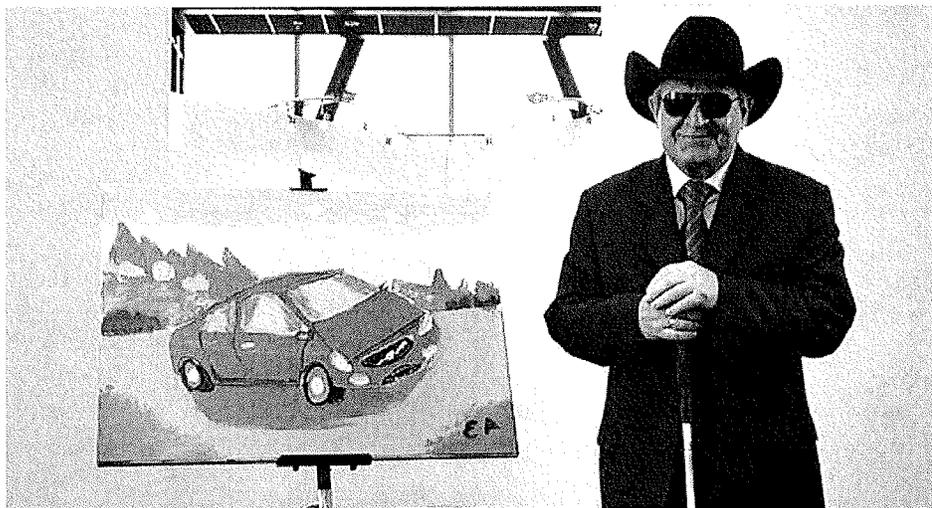
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DESIGN
The Blind Artist and the Volvo



IMPRESSIONISM The Turkish artist Esref Armagan, who was born blind, and his painting of the 2011 Volvo S60.
By ANDREW ADAM NEWMAN
Published: December 10 2009

IN September, shortly before Esref Armagan, a Turkish artist, was escorted into Volvo's design studio in Gothenburg, Sweden, where he would be the first person from outside the company invited to encounter the 2011 Volvo S60, he said, "I promise not to look."

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Video From Volvo (youtube.com)

Then Mr. Armagan smiled — he is, after all, blind.

The moment is captured in a new promotional video — posted on Volvo's Facebook page and on YouTube — documenting how the automaker commissioned a painting of the S60 by Mr. Armagan, who is filmed running his hands along the vehicle's exterior before rendering sketches, and, finally, the painting.

Filmed in a documentary style, the five-minute video — done by the Euro RSCG 4D advertising agency in Amsterdam and the Great Guns production company in London — is a novel approach for a teaser campaign.

Automakers previewing new or overhauled models often release photographs of the cars obscured by shadows or draped in cloth. Here Volvo likewise offers tantalizing close-up glimpses of the vehicle as the artist touches it, but the video turns out to reveal less about the S60 than about Mr. Armagan.

"I didn't start out to be an artist, I just wanted to learn about the world around me that I was living in," Mr. Armagan says in Turkish in the subtitled video. "Feeling around with my fingers has completely erased my blindness. It's as if I see like anyone else."

The avuncular Mr. Armagan, who is 56 and wears Ray-Ban Aviator sunglasses, was born

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blind and impoverished, according to a biography on his Web site. The self-taught artist's work has been exhibited in Turkey, the Netherlands and the Czech Republic.

Like other blind artists, he bears down firmly when sketching, keeping track of indentations. While drawing is growing more common among the blind, Mr. Armagan's mastery of both scale and perspective has aroused the interest of scientists.

"Esref is the blind person who has the largest set of perspective drawing skills to come to light," said John M. Kennedy, a psychology professor at the University of Toronto at Scarborough, who has done research over three decades on how the blind draw.

Some blind artists have drawn from two-point perspective, capturing two surfaces of an object, which in the case of a box means being able to draw it at eye level while facing a corner. But Dr. Kennedy said Mr. Armagan was unusual in his ability to draw from a three-point perspective, capturing that same corner of a box, but from above or below.

In the video, Mr. Armagan draws the S60 from a perspective above and slightly to the side, depicting the grille and hood as well as its right side and roof. Then he paints — using his fingers, and blow-drying the canvas between colors to avoid smears — a blue sky with wisps of clouds and trees receding in the distance. While by no means photorealistic, the car is recognizably a Volvo, with the brand's telltale logo on its grille.

Volvo is auctioning Mr. Armagan's painting on eBay, with proceeds to go to the World Blind Union, an international nonprofit group based in Toronto that works to eliminate prejudice toward the blind. The auction is scheduled to conclude next Thursday.

"He's showing us what is possible, and it's indeed stuff that we thought for centuries was impossible," Dr. Kennedy said.

In a Harvard experiment featured in a Discovery Channel segment, Mr. Armagan sketched while having his brain monitored by an M.R.I. scanner, and researchers marveled that on the monitor his visual cortex lighted up, much as it does with those who have sight.

As for the artist's depiction being the default preview of the S60, which will be publicly unveiled at the Geneva Motor Show in March, that plan proved short-lived. Just days after Volvo uploaded the video, spy photos of the new S60 began appearing on auto blogs in Europe, and some of the more than 8,000 fans on Volvo's official Facebook page posted photos there, too. Volvo consequently released a pair of official photos on Facebook on Nov. 10.

But Lukas Dohle, director of live communication and social media at Volvo, said in a telephone interview from Sweden that the video — which has been viewed more than 260,000 times on Facebook, YouTube and other Web sites, Volvo says — is successful irrespective of the leaks.

Judging from comments posted online, "it's actually a lot of people who are not typical car enthusiasts or petrol heads who are inspired by this film and this artist," Mr. Dohle said.

For his part, Mr. Armagan seemed inspired by the Volvo as well, joking at one point in the video, "Are they going to let me drive it, too?"

A version of this article appeared in print on December 13, 2009, on page A14 of the New York edition.

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BEHIND THE WHEEL | VOLVO S60

# After Its Safety Dance, Volvo Learns to Tango



FRISKY The S60, at last a true contender among sport sedans, is the first new car from Volvo since it was acquired by Geely, a Chinese automaker. More Photos »

By LAWRENCE ULRICH  
Published January 7, 2011

VOLVO'S boxy years are long gone. But even as the company has bent its 90-degree designs into slinkier shapes, there's something a bit square about its safety obsession.

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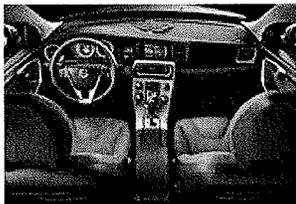
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Don't get me wrong; everyone appreciates a safe car. But the nurturing values that Volvo promotes in its family-first cars — like the terrific XC60 crossover — can come off as prissy to buyers of sporting machines. Especially if those buyers suspect that "safety" is the car's point, with a few sprinkles of excitement tossed on as a garnish.

And when a good citizen like Volvo does proclaim a breakthrough in BMW-style performance, with cars like the first-generation S60 sedan, the results often raise a question: um, have you guys ever driven a BMW?

Now, the company that sometimes sees drivers as Bubble Boys, in need of protection from any suggestion of sex or pinprick of sensation, is promoting its remade midsize sedan in national ads as the "naughty S60."

Unexpectedly, they're right; the naughty tag isn't just ad agency hyperbole. Think of the S60 not as Ralph Nader but as a younger Hugh Hefner.

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This Swedish sedan — the first new model since Ford sold Volvo to the Chinese automaker Geely — plays up, and plays on, the curves. And it does so with such panache that the usual water-cooler arguments over sport sedans — which mainly flatter BMW, Audi, Cadillac, Mercedes or Infiniti — must now include a word for Volvo.

That's especially true for the S60 T6 model. Its splashy first impression is aided by a 300-horsepower, 3-liter turbocharged in-line 6 with standard all-wheel drive. This month, Volvo is adding a front-drive S60 T5 as a 2012 model, powered by a 5-cylinder turbo with 250 horsepower. The T5 comes at a reasonable base price of \$31,850, compared with \$38,550 for the T6. And the less expensive version will save more money with its excellent federal economy rating of 30 miles per gallon on the highway (20 in town), versus 26 highway, 18 city for the T6.

For the T6, seat-of-pants impressions are magnified by the engine's lusty 325 pound-feet of peak torque. That is much more than any rival, including the BMW 335i, [Audi A4](#) 2.0T, [Cadillac CTS](#), Infiniti G37 or Mercedes C350, and it matches the rating for the big 4.4-liter V-8 in the [Volvo XC90](#) crossover. The result is a cool, quenching rush of turbo power, and a car that can storm from a standstill to 60 m.p.h. in 5.6 seconds, barely behind the BMW and Infiniti but still provocatively quick in this class.

Of course, it wouldn't be a Volvo without something from the safety wizards in Gothenburg, Sweden. Their latest is Pedestrian Detection, a camera- and radar-based system that can automatically stop the S60 to avoid striking someone at speeds below 22 m.p.h. At higher speeds, the system can at least markedly slow the car before impact, possibly the difference between a fatal accident and a trip to the hospital.

The system complements Volvo's City Safety, first offered on the XC60, which does the same trick to avoid collisions with cars if a distracted driver fails to hit the brakes. While City Safety is standard, the S60's pedestrian protection is part of a \$2,100 technology package that includes adaptive cruise control, a collision-warning system with full auto-braking, and monitors for both following distance and lane departure.

For obvious reasons, I tested the system not with a human volunteer, but with a stationary dummy named Bob. Behind the wheel of the S60, I shot toward the dummy several times at up to 22 m.p.h. The hardest part was resisting an almost primal urge to hit the brakes.

When I ignored a flashed visual warning inside the car, the Volvo braked itself forcefully and left Bob unscathed, stopping with about a foot to spare even when I was sure the dummy was toast.

The system combines the speed-and-distance measurement of a radar unit with a camera and sophisticated computer algorithms. The camera confirms an endangered pedestrian by comparing its real-time images against a huge database of human walkers, picking out details like heads and swinging arms to avoid false alarms. The system operates at up to 50 m.p.h., but isn't yet reliable enough to work at night, when the majority of pedestrian injuries occur.

Considering his unbeatable view of the Volvo's looming shape, I might have asked Bob to assess the styling. Even a dummy could see that the S60 handsomely advances Volvo's evolution from boxy-and-utilitarian to today's dynamic, fine-boned designs. The S60 nods to current fashion with the coupelike arch of its roof. But the rest of the car takes now familiar Volvo cues — the slender hood, sprinter's stance, flared rear haunches and a pert, cliff-hanging rear deck — and heightens them to create the prettiest Volvo sedan yet.

Compared with the previous S60, the new model carves out a welcome 2.1 inches of added rear legroom. But the cargo area shrinks from to 12 cubic feet, from 13.9, tying the [BMW 3 Series](#) as the smallest in the class.

A version of this review appeared in print on January 5, 2011, on page A11 of the New York edition.

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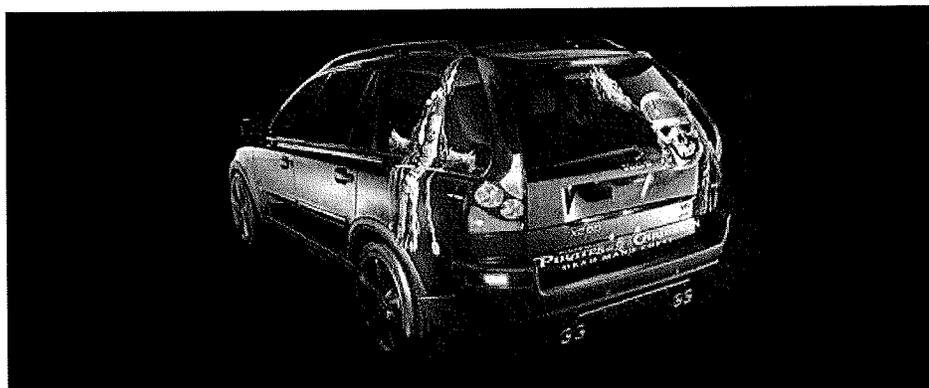
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# There's a Volvo in Them Thar Hills!



The XC90 that was pirated away and buried in a movie promotion.

By JERRY GARRETT  
 Published: July 30, 2006

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**BURYING** a car might seem strange to many people, although it may stop the neighbors' snickering at your Pontiac Aztek. It may even serve the interests of art and commerce.

For instance, when a group of artists partly planted 10 befinned Cadillacs outside Amarillo in 1974, they created a pop-culture monument, a Texas landmark and a destination — the Cadillac Ranch — for tourists from around the world.

Now Volvo is burying one of its own cars, and making a game of it.

A couple of months ago, Volvo entombed a special version of an XC90 sport utility "somewhere in the world," in a promotional tie-in with "Dead Man's Chest," the latest installment in Disney's "Pirates of the Caribbean" movie franchise. A contest was begun to find the S.U.V. (and promote the year's top-grossing movie).

Interested parties were invited to visit a Volvo showroom and pick up a "treasure map." Armed with the map, they could log onto a Web site to receive a clue. If they used that clue successfully, they got another one, and so on.

This went on for four weeks, by which time the roster of 52,000 treasure hunters was trimmed to seven finalists, including one each from Austria, England, Japan and Spain. Three finalists are Americans, including a 57-year-old father, Jim Hutz of Carefree, Ariz., and his 30-year-old son, David, of Herndon, Va. The other American finalist is Jenny Buckalew, 35, from Newnan, Ga.; she is one of two women left in the competition.

Next Sunday, the finalists are to be flown to the secret location where they will compete in two days of mental and physical challenges (thank reality television) that will bring them closer to the burial site. The winner is to be announced on Aug. 11 and then, presumably, will head directly to a car wash.

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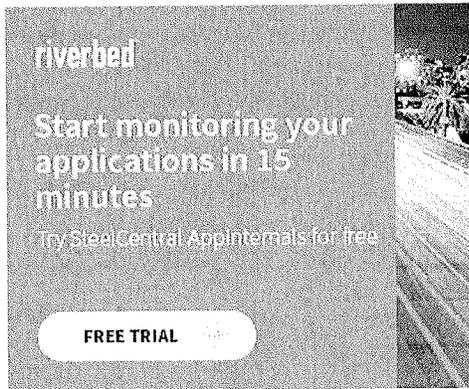
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By **STUART ELLIOTT** MARCH 11, 2011 12:47 PM

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From our colleagues at [Media Decoder](#):

For a car that is sold on being safe, Volvo rarely plays it safe when it comes to advertising, as demonstrated by a campaign set to get under way on Saturday.

In addition to its mainstream campaigns in media like television and magazines, Volvo, owned by the Chinese automaker Geely, has been among the most experimental of the automotive marketers in trying to figure out what works — and does not work — in new media.

For instance, in 2005, Volvo commissioned a racing video game for the Microsoft Xbox system. And two years later, Volvo sponsored a series of humorous webisodes on [msn.com](#) about a make-believe driving school.

The next effort in new media is for the new [Volvo S60](#) sports sedan. Volvo and its agency, Team Volvo, part of Havas, are joining forces with the YouTube unit of Google for a campaign centered on augmented reality.

Read more [here](#).

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AUTOMOBILES

# *So Many Ways to Say 'Watch Out'*

By JERRY GARRETT MARCH 4, 2007



**SENTINEL** If an under-mirror camera sees a car in the blind spot, a warning illuminates.

THE new S80 is a showcase for Volvo's latest safety systems, including a heartbeat sensor, an impending-crash warning and cameras that monitor blind spots alongside the car.

The systems are costly options, however, and taken together add \$3,100 to the price of the S80, which comes with a long list of standard safety equipment: antilock disc brakes, front-seat side air bags (with separate chambers for chest and hip protection), full-length side curtain air bags, antiwhiplash front head restraints, pretensioning safety belts for all five seat positions and tire pressure monitors.

The collision-warning alert is included with the \$1,495 adaptive cruise control system. The alert is a red dashboard light and a beeping tone — frighteningly loud — that come on when sensors decide you are too close to an obstacle ahead. In my experience, the system activated when I was changing lanes or just following a bit too closely.

If you get even closer to an obstacle, the system applies the brakes and activates auxiliary brake lights.

Another option is the Personal Car Communicator (\$495), which activates if the security system has been breached — if, for instance, a thief breaks in, a meteor falls on the car or an ex-spouse keys the paint.

The system includes a sensor that, when a button is pushed on the remote key fob, registers whether there is a heartbeat or a pulse in the car. Though not rescue-oriented per se, the system can alert emergency responders that a pet, child or other living being is inside.

The Blind Spot Information System is a \$595 option that uses cameras under the outside mirrors to monitor traffic on either side of the S80's rear flanks. (This concedes the point that the sedan has blind spots.)

The driver is notified of an object (i.e., a car or truck) in either of its blind spots by a square warning light on the interior base of each mirror.

It's a handy system when it works, but I noted a lot of false alarms. For instance, when I drove the S80 in the rain, the blind-spot warning kept blinking in response to raindrops.

Still, an editor who drove an S80 in New York City found the blind spot sensors to be an asset in the controlled chaos of Manhattan traffic, where kamikaze cab drivers pop up unexpectedly on one's flanks after cutting across lanes of traffic.

The detectors do not work on sharp curves, or when backing up. At night, the light-sensitive system cannot detect cars driving without headlamps, and can mistake bright lights from other sources for headlights.

Other false alarms may be caused by fog, darkness or even the S80's reflection off the pavement or another flat object. Imagine that: a vehicle afraid of its own shadow.

*JERRY GARRETT*

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A version of this article appears in print on , on page AU4 of the New York edition with the headline: So Many Ways to Say 'Watch Out'. [Order Reprints](#) [Today's Paper](#) [Subscribe](#)

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AUTOMOBILES    BEHIND THE WHEEL | 2007 VOLVO S80

# *Less Can Be More: A Tale of 2 Cylinders*

By JERRY GARRETT    MARCH 4, 2007



The Volvo S80 3.2. Jerry Garrett for The New York Times

BISHOP, Calif.

I SET out one morning to test the new Volvo S80 3.2. With no particular goal in mind, my co-driver and I decided to go until we got tired of the car. We ended up here that evening, 300 miles away from where we had started, making a quick stop for pajamas, toothbrushes and toiletries. How did this happen?

The drive had begun inauspiciously enough, along the Pacific Ocean in Southern California. It progressed up through the network of Los Angeles freeways. Then we headed through the Angeles National Forest and out into the Mojave Desert, up lonely Route 395. Usually boredom sets in there.

But a billboard for the “world’s best jerky” enticed us to keep heading north. The jerky proved to be a disappointment, but the S80 did not. We passed Lone Pine, where a John Wayne movie we’d watched the night before was filmed (“North to Alaska,” oddly enough). We kept on, in search of a diner where I had once enjoyed the mother of all deep-dish apple pies. The diner turned out to be as dead as the Duke.

Good thing it finally got dark, or we’d have kept going. We felt right at home in this seductive sedan, although not enough to sleep in it. We found a \$48 hotel room and spent the night here.

But this is not a story about a serendipitous road trip. It is a tale of two cylinders.

Let’s compare sedans. One is a 2007 Volvo S80. So is the other. One is powered by a new V-8 engine. The other, the object of our affection on this trip, has an in-line 6.

What a difference two cylinders makes!

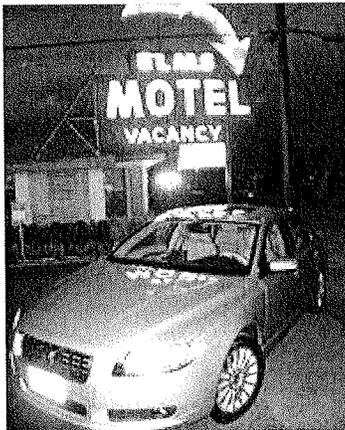
The people at Volvo are excited about the eight-cylinder model, the first V-8 sedan in the company’s history. “It’s a big thing for us to be deserving to be in the comparison with the Mercedes-Benz E-Class, BMW 5 Series, Infiniti and Lexus,” said Geno Effler, Volvo’s vice president for public affairs, referring to V-8 models in a class where Volvo wants to compete.

Bragging rights aside, it’s difficult to imagine Volvo selling too many of the V-8s. Volvo claims the engine (which was developed with Yamaha and can also be found in the XC90 sport utility wagon) will do zero to 60 in six seconds flat. Other than that, the 6-cylinder model is superior to its V-8 counterpart in just about every measurable way.

For starters, the base price for the S80 with the 3.2-liter in-line 6 is \$39,400. The price of the S80 V-8, which comes only with all-wheel drive, starts at \$48,045. Options can take the car up to nearly \$60,000, a price once unimaginable for a Volvo.

Sticker shock aside, I found the V-8 model had come-up-and-see-me-sometime curb appeal, and it was rompin' stompin' good fun to drive — until the low-fuel light told me this shapely Swede had the appetite of a trucker. Our first date was our last.

The 311-horsepower V-8 is rated at 17 m.p.g. in town and 25 on the highway, but my own overall mileage (as well as a colleague's) fell into the lower teens.



**TRAVEL MATE** checking in with a shapely Swedish model.  
Jerry Garrett for The New York Times

Yes, I was enamored of the well-proportioned styling, inside and out. The Sandstone Beige leather was as pleasing to touch as to look at. The seats were comfortable, as was the driving position. The center panel that connects the dashboard to the console appears to float, an innovative interior design element. But the simplistic display screen for radio and climate control settings looked to be of Etch-a-Sketch caliber.

The V-8 model comes standard with all-wheel drive, which made the handling seem heavy and extended the turning radius so that I couldn't make a U-turn on my 40-foot-wide street without backing up. The optional blind-spot warning lights drove me to distraction with false alarms. I almost didn't bother to test the S80 with the other engine.

It was the same color, inside and out, with the same captivating interior. It

was every bit as comfortable. Each came with a power sunroof. But there was one notable difference: The 3.2 cost \$13,000 less than the V-8 model I had just tested, even with an optional \$2,120 navigation system that the V-8 test car lacked.

The V-8 model comes with more standard features, too, though it was also loaded with options that I either didn't notice or didn't care enough to. The most expensive add-ons were those two extra cylinders, which came at a cost of about \$4,000 apiece.

The added expense did not stop there. The V-8 needed premium fuel while the in-line 6 did just fine on regular unleaded. (It is rated at 235 horsepower, a competitive amount.) The in-line 6 is also an inherently smoother running motor than the V-8. (Spare me the Society of Automotive Engineers white papers arguing this point, which I received after I wrote the same thing about BMW's silky in-line 6s.)

Without those two extra cylinders and all-wheel drive, the 3.2 was 265 pounds lighter. It felt it, in every movement from sharper U-turns to crisper high-speed cornering.

But the thing that really kept us going — all the way to Bishop — was the gas mileage. After the first 300 miles of combined city and highway driving, the 3.2 had averaged 29 miles a gallon. Advertised mileage is just 19 city, 28 highway. And we'd just gone from sea level to an elevation of 4,140 feet in Bishop. Fearing an anomaly in our results, we filled up and drove home a different way, with more extreme driving and elevation changes — through Death Valley, 282 feet below sea level, back over a 6,500-foot mountain pass and then through the San Gabriel Mountains to Los Angeles.

(We compared the Volvo's odometer readings with published mileage figures because the on-board computer, the navigation system and the odometer often disagreed on trip distances and fuel range.)

On the return, we drove only 30 freeway miles. The result was, predictably, a little worse, but at 26 m.p.g., still praiseworthy. And the 3.2 never seemed at a loss for power.

Volvo calls the S80 V-8 AWD its "luxurious new flagship." Whether it floats your boat may depend on whether your transportation needs include enough thrust to launch a jet fighter from an aircraft carrier.

The S80 3.2, meanwhile, is Volvo's "great value story." But it is more than

that: it is a textbook case of great taste, less filling.

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**INSIDE TRACK:** The joy of six.

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NEW CARS BEHIND THE WHEEL | 2010 VOLVO XC60

# Safe and Sleek, but Not a Sipper

By LAWRENCE ULRICH MAY 21, 2009



2010 Volvo XC60.

AMERICAN drivers, whether strait-laced or on the wild side, know the safe word is Volvo.

In the enviable way that Toyota has made itself synonymous with hybrids, Volvo is associated with fewer bruises and breaks in crashes. Skeptics may ask if a Volvo is demonstrably safer than a comparable Mercedes or Honda, to mention just two companies that also seem committed to low-anxiety travel. But even if the competitive edge is overstated, there's no question

that the security level of the 2010 Volvo XC60 could be the envy of the C.I.A.

For people who associate Volvo with its old-school days — boxy and boring, and I mean that in a good way — the real surprise is the XC60's style. Too many crossover S.U.V.'s in this overpopulated field come off as U.F.O.'s: Unidentified Family Objects. But instead of inflicting another two-ton blob on the suburbs, Volvo has delivered a handsome standout.

Leading with a trim snout and tasteful grille, the XC60 flows into a wedgy tall-wagon profile. Its backside juts skyward like a runner in the starting block. The rear end offers Volvo's signature design cue, oversized taillamps that spill from the roof and over the flanks like a double ladling of strawberry sauce. In combination with the cheeky C30 hatchback, the XC60 shows Volvo playing its hottest hand ever in design.

Buyers can consider the XC60 the tweener of Volvo's family haulers. Matching length with the Audi Q5 and Loyota RAV4, the XC60 is roughly eight inches shorter than the XC90 crossover and the V70 and XC70 station wagons — but four inches longer than the compact V50 wagon. Naturally, it holds a bit less cargo than its bigger brothers.

Starting at \$38,025, the XC60 costs \$200 more than the basic 6-cylinder XC90, but about \$9,000 less than the V-8.

But unless you really need the XC90's additional space, which includes available third-row child-size seats, the XC60 beats that wagon in important ways. First, the heavier XC90 corners as though it has a side of beef strapped to its roof. But the XC60 is built on the latest S80 sedan platform, a sportier and more solid chassis than the previous-generation architecture of XC90.

The XC60 is assembled in Ghent, Belgium, with engines from Britain and transmissions from Japan. And like most any Volvo it delivers a reassuring and comfortable ride. Yet by shaving inches and pounds from the typical midsize crossover — the Acura MDX weighs 360 pounds more and the 6-cylinder BMW X5 is 800 pounds heavier — this Volvo feels surprisingly fleet and nimble. The steering has an Audilike heft and precision.

Later this year, Volvo will add an optional Active Chassis system that lets the driver select three shock absorber settings for even sharper handling.

Strapped to a turbocharged 3-liter in-line 6 with 281 horsepower and an eager 295 pound-feet of torque, the Volvo will rush from a stoplight to 60 miles an hour in barely 7 seconds. That 6 cylinder emits a pleasant snarl when you mash the throttle. And at higher speeds where chunkier rivals start gasping, the turbo-happy Volvo feels as if it's just getting started.

All-wheel-drive is standard, though Volvo will soon bring out a less costly front-drive version.

The downside is below-average fuel economy for this class: the XC60 is rated at 16 m.p.g. in town and 22 on the highway. Premium fuel is "recommended," but Volvo says the XC60 will run fine on regular.

On a weekend trip from New York to Rhode Island, I managed just 20 m.p.g. over four hours of cautious toddler-in-back cruising. Some far larger and roomier crossovers, including the Ford Flex and Chevrolet Traverse, get similar or slightly better mileage.

Buyers wondering whether the Volvo fits their life style should first make sure it fits their inseam: the chief demerits are narrow front footwells and a low-slung dashboard that can impinge on wide stances and long legs. The leather seats, however, are attractive and supportive. The back seat has ample room for two adults and a center perch that's more comfortable for short hops than those in some rivals. Although the XC60 has roughly 30 percent less space behind the second row than the XC90, it easily swallowed our small family's luggage.

The cabin blends simplicity, luxury and quirks in a very Volvo way. What some will see as blessedly modern Scandinavian design, others may consider a bit cool and monochromatic. I'm a fan of 20th-century furniture, but even I've been questioning whether Volvo interiors are too unrelieved in colors and textures.

And enough with Volvo's central "waterfall" panel that seems to float from the dashboard. A cool novelty five years ago, it now just seems like an example of questionable ergonomics; the design offers no storage save for a hidden, hard-to-reach tray behind the panel. (In my test car, the piece did have a handsome blond wood inlay, for \$295 extra.)

The crowded phone-style keypad for audio and vehicle functions can be tricky for thick-fingered users, but its logic becomes apparent eventually. It is nice to have 10 preset buttons for radio stations, especially with satellite radio. The navigation system is marred by a fuzzy-looking screen and weak mapping, with minimal labeling of streets and cities that you need to, um, navigate.

That navigation system features back-of-the-steering-wheel controls that seem awkward at first but prove useful; you can use them without taking your hands off the wheel.

Safety is the prime consideration there, which brings us to a perennial Volvo selling point. Besides the expected gear — electronic stability control, antilock brakes, head curtain air bags, tire-pressure monitors, antiwhiplash seats — Volvo crams in additional safety features.

The latest is called City Safety. At 19 m.p.h. and below, a windshield-mounted laser sensor measures the distance to the car ahead and the closing speed. If a driver is daydreaming or looking over the shoulder when the car ahead suddenly stops, the system automatically brakes to prevent a crash.

I tested the unit with a Volvo engineer, charging toward an inflatable car at up to 10 m.p.h. and resisting my gut-churning urge to hit the brakes. The technology worked beautifully, stopping the XC60 before impact. It seems a tailor-made defense against New York cabbies who unpredictably slam on their brakes as if auditioning for stunt work.

If you sail toward a stopped car between 9 and 19 m.p.h., the system won't necessarily prevent a collision, but it will markedly slow your Volvo to mitigate damage and potential injury. The system shuts down below 2 m.p.h., so it isn't set off simply by crawling through traffic or a drive-through lane. And no, cynics, the system won't encourage drivers to watch "Colbert Report" reruns at the wheel: braking comes on late and hard, a jarring experience for driver and passengers.

City Safety can apply up to 50 percent of braking power, quite a lot at low speeds. Above 20 m.p.h., a separate collision warning system works with the adaptive cruise control to flash a warning and prepare the brake system to apply maximum stopping power the instant the pedal is depressed. That system can apply 10 percent braking power, but steps aside when the driver takes evasive action.

Another electronic system purports to alert a sleepy driver by comparing steering wheel movements against lane markers on the road. (It's looking for the small steering corrections that a drowsy pilot tends to make.) But at one point, my wife was wide awake and driving just fine when a coffee-cup graphic flashed on and urged her to take a break.

I'm not dazzled by some of these electronic nannies, which strike me as mostly designed for ninies. I'll grant that lane-departure warning might be useful at 3 a.m. on the Interstate. But the systems, like those on other cars, are so intrusive — beeping if your tires accidentally brush a lane marker — that you tend to switch the thing off and lose the potential benefit. The same goes for the high-speed collision-warning system that occasionally flashed and beeped in freak-out fashion when there was no danger. At least that system can be adjusted to allow closer following distances before it blares.

A blind-spot warning system is optional, as is a pair of built-in two-position child booster seats.

Options aside, any buyer benefits from Volvo's obsessive attention to seats, air bags and cutting-edge crashworthiness. Volvo's roof-crush standards

vastly exceed federal regulations, but the Ford-owned company rarely mentions this, perhaps to avoid calling attention to the standards of Ford's own models.

As with most luxury makers, some of the safety gadgets cost extra or are available only within expensive option packages. A \$1,695 technology package bundles adaptive cruise control, the sleepy-driver alert, collision and lane-departure warnings.

At \$38,025 to start, the Volvo costs \$175 less than the Audi Q5 and \$1,250 more than Mercedes's competitor, the new GLK with all-wheel-drive. All told, my test Volvo reached \$44,240, and it tops \$47,000 fully loaded. For any of those models, that's serious cash for a compact S.U.V.; a Toyota RAV4 V-6 with leather, navigation and all the toys is \$33,000. But that's the price of luxury. And for Volvo, the price of safety.

### INSIDE TRACK: What, me worry?

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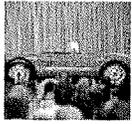
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COLLECTIBLE CARS    COLLECTING

# *Vintage Volvos Earn Their Stripes (Ask the General Who Owns One)*

By JIM MOTAVALLI    MARCH 4, 2007



Colin Powell and his 1966 Volvo 122S wagon. Andrew Council for The New York Times

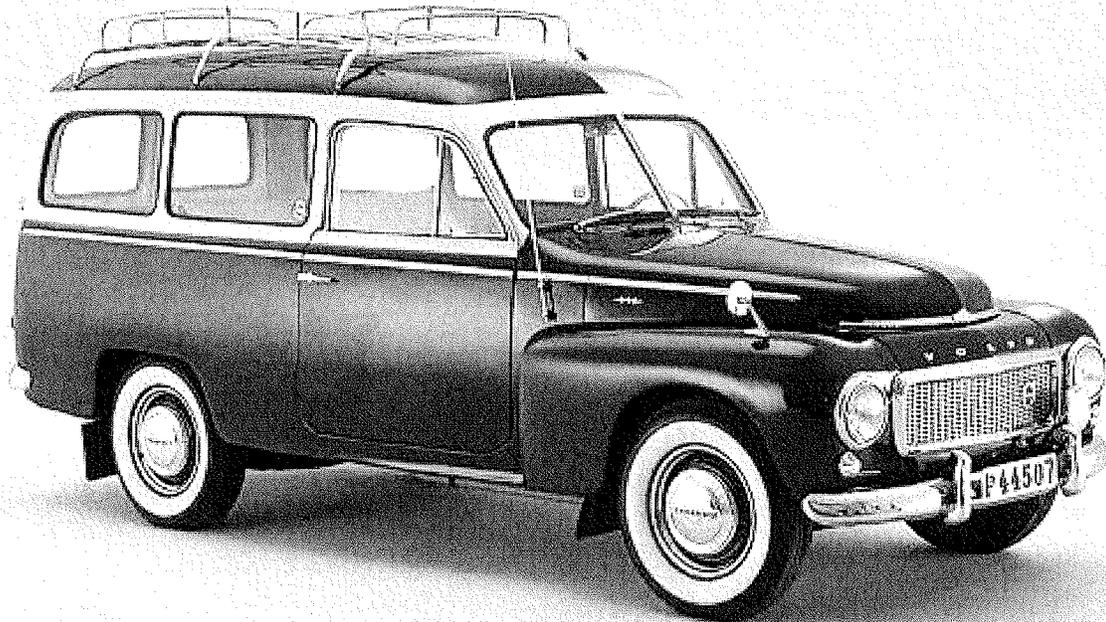
PHIL SINGHER became passionate about old Volvos in a rather roundabout way.

“I married into a very clapped-out 1966 Volvo 122S sedan,” said Mr. Singher, 54, who now fixes these cars for a living on Whidbey Island, Wash. “I learned to work on the Volvo out of necessity, but the more I fixed it the better I liked it. My wife’s car was amazingly tough and absolutely reliable. And it was designed to be easy to fix.”

Let’s face it, with a reputation as reliable transportation for safety-minded drivers, Volvos weren’t all that hip in the 1960s. Nobody stuck big yellow flower decals on them. But as baby boomers morphed into responsible homeowners, those boxy Volvos started to look better and better. Their longevity added to the cachet. The company created a High Mileage Club for cars that had traveled more than 100,000 miles, and owners attached the club’s emblems to their cars as a badge of honor.

Mr. Singher has the emblem for his 122S, which has been fully restored. He has also restored a 1967 1800S. The 1800 was Volvo’s period sports car, best known for its dramatic fins and the fact that “The Saint” (played by Roger Moore) drove one on television.

Another Volvo fan is Colin L. Powell. The former secretary of state and chairman of the Joint Chiefs of Staff was often found behind the chairman’s quarters at Fort Myer in Virginia tinkering with his cars.



The Volvo PV445.

“At one time I had six, stashed at various places around the post so the M.P.’s wouldn’t find them all,” he said in a recent interview. “My usual pattern was to fix them mechanically and then do enough body work to get them through a quick Earl Scheib paint job.

“My cars wouldn’t pass anyone’s magnet test,” he said, referring to how cars are checked for body filler that disguises rust damage, and added, “It’s been great fun and I’ve met a lot of interesting people.”

Mr. Powell’s current pride and joy is a 1966 122S wagon, a car similar to the barely ambulatory wreck that Bill Clinton and Al Gore presented to him at a reception when he retired as chairman of the Joint Chiefs in 1993. “I tried to express my profound gratitude,” Mr. Powell said.

There's no question that the Volvos of the 1960s — the humpbacked 544; the rounded 122S, often mistaken for a car a decade older; and the curvy 1800, Sweden's answer to the popular British sports cars of the time — are treasured by many people today.

Supported by an extensive parts network in the United States and Sweden, the cars are more likely to see regular use than just being presented at car shows. They are relatively fuel-efficient, comfortable at highway speeds, relatively safe (Volvo pioneered the three-point seat belt) and not difficult or expensive to maintain.



The Volvo P1900 convertible.

Detroit design also influenced the 444, which was the first Volvo sized and built with an eye to the export market. Both the 444, which came to the United States for the 1956 model year, and the much-improved 544, which came along in 1959, bore a strong resemblance to the 1941 Ford. And Americans actually started buying them.

Volvo chronology is a little unusual. The updated but still antique-looking

544 was introduced after the 122S, which was much more modern; the Volvo Amazon, which became the 122S in this country, had already begun production in 1956. And the 122S continued for several years after its replacement, the 140 series, was in showrooms.

It was the handsome, if somewhat stylistically dated 122S, that really established Volvo's name in this country. The four-cylinder 122S, sold in two- and four-door versions as well as a useful station wagon, soon earned a reputation for reliability. The atypical 1800 sports car, with racy styling and tailfins, was introduced in 1961. It was pricey for its time — about \$4,000 in 1967.

Volvos were popularly believed to be for pipe-smoking liberal college professors. In a 1985 Doonesbury cartoon, Duke asks Honey how she knows that a potential organ donor for him is a liberal. "They pulled him from a Volvo," Honey says.

Bruce Potter, president of Volvo Sports America, a club originally set up to cater to 1800 owners, said he did not buy the liberal tag. "Volvos then were for people who didn't want to make car payments for the rest of their lives. Volvo said it best in one of the old ads — the cars offered the best bang for the buck. They publicized the fact that the average Volvo lived 17 years in Sweden."



The Volvo 1800ES station wagon.

Mr. Potter, a laboratory equipment salesman in Basking Ridge, N.J., owns a 1973 1800ES, the distinctive wagon version of the 1800. Only 8,078 1800ES models were made in 1971-73. Mr. Potter said the price of a fully restored 444, 544 or 122S ranged from \$5,000 to \$10,000; an 1800 from \$10,000 to \$25,000; and an 1800ES up to \$40,000.

“The loyalty toward these older models is just unbelievable,” said Gretchen Adams of Afton, N. Y., who is vice president of the Volvo Club of America. Ms. Adams’s favorite old Volvo was a rare 445, the delivery/station wagon version of the 444. Other rare models include the fiberglass-bodied 1900 convertible (only 67 produced) and the 123GT, a go-fast version of the 122 introduced in 1967. Fully restored, it would be worth \$15,000, Mr. Potter said.

Irvin Gordon of Long Island bought a 1966 1800S coupe and still owns it, having chalked up more than 2.5 million miles and earned a place in the Guinness Book of World Records for owning the world's most traveled automobile. "If I didn't maintain the car it would fall apart," said Mr. Gordon, 67. "As it is, I think the Volvo will outlast me."

Volvo has a good record of support for its vintage models. "There is a lot of pride involved with most of our old cars," said Claes Rydholm, Volvo's designated older model expert in Sweden.

Finding parts is not a big problem. Genuine Classic Parts, a Swedish company, sells them through Volvo dealers. Another Swedish company, VP Auto Parts, also has a large selection. And, of course, there are still many parts cars available.

That's how Mr. Powell got many of his parts. "I would strip them and stack the parts," he said. "A lot of people heard I was doing that. Word got around among Volvo aficionados: 'If you want a starter, see General Powell.' "

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A version of this article appears in print on , on page AU1 of the New York edition with the headline: Vintage Volvos Earn Their Stripes (Ask the General Who Owns One). Order Reprints , Today's Paper , Subscribe

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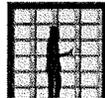
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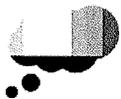
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By **STUART ELLIOTT** MARCH 11, 2011 11:34 AM

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In addition to its mainstream campaigns in media like television and magazines, Volvo, owned by the Chinese automaker Geely, has been among the most experimental of the automotive marketers in trying to figure out what works — and does not work — in new media.

For instance, in 2005, Volvo commissioned a racing video game for the Microsoft Xbox system. And two years later, Volvo sponsored a series of humorous webisodes on msn.com about a make-believe driving school.

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sedan. Volvo and its agency, Team Volvo, part of Havas, are joining forces with the YouTube unit of Google for a campaign centered on augmented reality.

Teaser banner ads that are to start appearing on youtube.com will promote what is officially called the Volvo S60 Augmented Reality Driving Game. There will also be a contest — lasting one day, Saturday — that incorporates Android and the iPhone along with YouTube, with an iPad as a prize.

Consumers will be invited to download the game applications to their iPhones or Android devices, then play the game on Saturday. The apps, which are free, function only in tandem with YouTube.

One reason that Volvo makes forays into new media is that “there’s more buzz, chatter, when we do these things,” said Linda Gangeri, national advertising manager at Volvo Cars of North America in Rockleigh, N.J.

Another reason is that innovating in media is meant to represent “innovation to move our brand forward,” she added.

There is a third reason for Volvo’s willingness to try new media, according to Ms. Gangeri.

“It’s important not just because it’s cool,” she said. “Our budgets are a lot less than our competitors’,” meaning that campaigns in new media, which often have lower price tags than those in traditional media, “allow us to do more for less.”

There are, of course, potential problems with ads that run in new media.

“Innovation inherently contains a lot more risk than traditional advertising,” said John Steward, creative director at Euro RSCG New York, part of Euro RSCG Worldwide, which is one of the agencies that belongs to Team Volvo.

“Yes, certain things will be more successful than others,” Mr. Steward said. “So we make sure it’s a calculated risk.”

For instance, the Volvo S60 campaign will appear in what YouTube calls a masthead ad, which is a large display unit at the top of a page — hard to miss or ignore.

Another risk is that Volvo, Team Volvo and YouTube are counting on consumers to want to take a couple of steps: download the apps at the iPhone App Store or the Android Market and then play the game.

“The payoff is an entertainment experience at the end of it,” Mr. Steward said, so the hopes are high that the participation rate will also be high.

There are other new-media elements to the S60 campaign, including social media and search. Traditional media is

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By **STUART ELLIOTT** MARCH 11, 2011 12:47 PM

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Other Reveille shows for television include "The Biggest Loser," also for NBC; "Blow Out," for Bravo; "The Tudors," for Showtime; and "Ugly Betty," for ABC.

Reveille signed a deal last year with MSN, part of the Microsoft Corporation, to produce episodes of series for advertisers that in addition to Volvo include Cingular Wireless, now the wireless division of AT&T; the Chivas Regal Scotch whiskey sold by Pernod Ricard; and Kraft Foods.

When it comes to digital marketing, "this is a new one for us," says Linda Gangeri, national advertising manager at Volvo Cars North America in Irvine, Calif., landing on the spectrum somewhere "between broadcast production and the interactive experience."

"What we've tried to do more and more is get at a younger target — younger spirited and younger minded — in a way that we've not been marketing to them," Ms. Gangeri adds, referring to the 25- to 45-year-old market.



Craig Robinson of the NBC sitcom "The Office" stars in "Mr. Robinson's Driving School."

That is particularly true for the C30, which according to Automobile magazine is the smallest Volvo to ever be sold in the United States. It is intended to compete against models like the Mini Cooper, sold by BMW; the Honda Civic Si; and the Volkswagen GTI.

Although the C30 is integrated into the episodes of "Mr. Robinson's Driving School," it is not the star of the series. That honor belongs to Mr. Robinson, the proprietor of a small driving school, who is summoned to the opulent office of a local learn-to-drive legend, Boyd Butler, owner of the Butler Defensive Driving Academy.

Butler confides that he is planning to retire and makes Mr. Robinson a proposition. Mr. Robinson can take over the Butler empire if he emerges the victor in "a series of tests" against his longtime "arch-nemesis," the smarmy "Swervin'" Merv Lehrman.

The competition between Lehrman, played by Scott Mullin, and Mr. Robinson is chronicled in the Webisodes, including their efforts to teach students whose driving skills are woeful, to say the least.

Mr. Robinson draws a young Amish man who despite his initial fear is soon exuding, "Look at me, English, I'm moving at the speed limit of your people!" Lehrman, by contrast, fails miserably at teaching an elderly woman, whom he hectors mercilessly.

Mr. Robinson's car of choice for the competition is, of course, a Volvo C30, although the commercial aspects of their pairing are soft-pedaled in a deft, dryly humorous manner. He finds the car on a strangely deserted dealership lot, presided over by an odd salesman evocative of a character from "The Twilight Zone."

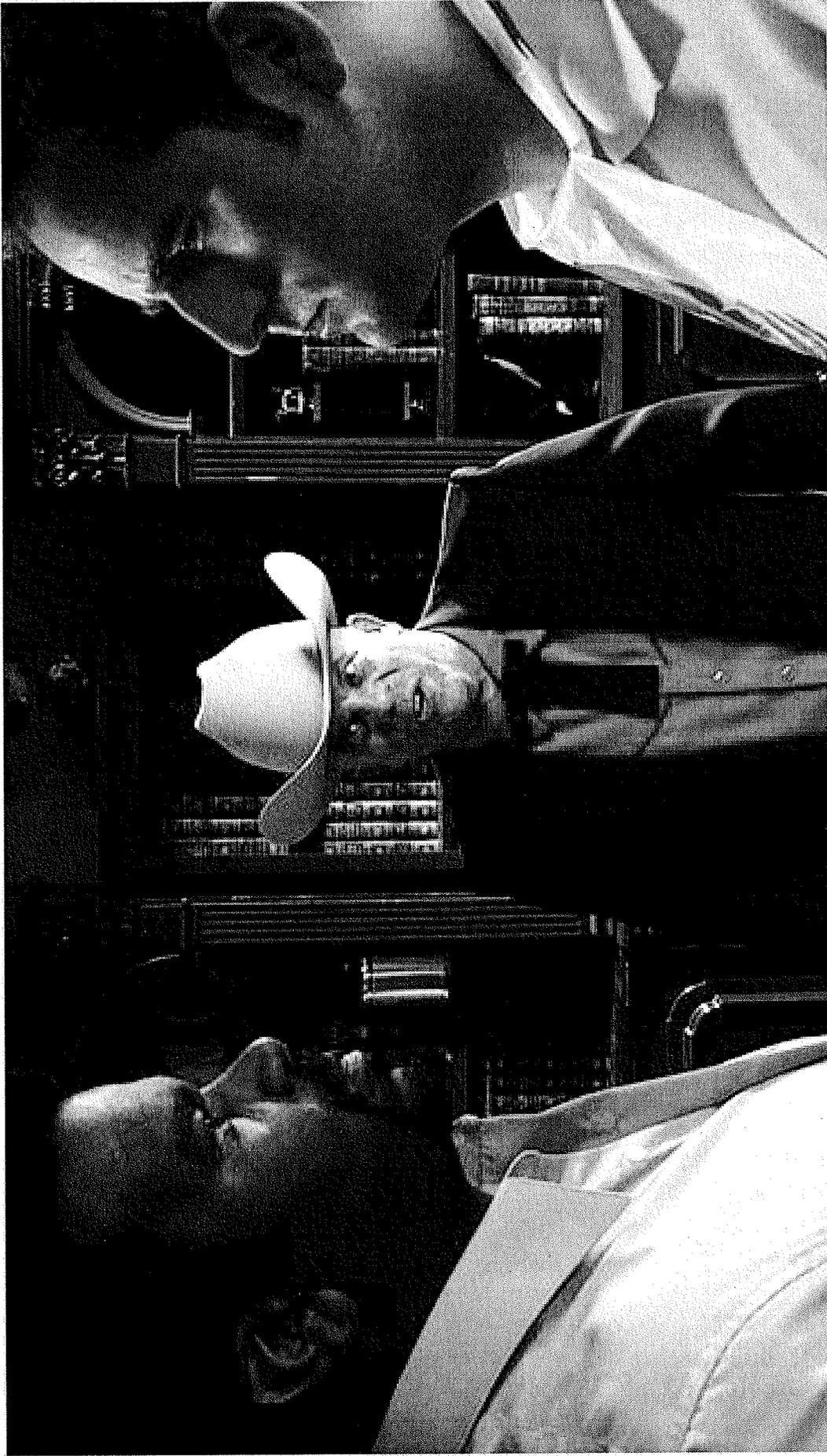
The goal was to present the discovery of the C30 "as a 'moving-on-up' moment" for Mr. Robinson, says Howard T. Owens, managing director at Reveille in Universal City, Calif., but in a light-hearted fashion that would show "Volvo doesn't take itself too seriously."

The goal was to develop "a workplace-based comedy," Mr. Owens says, and "driving school is funny as an idea" partly because so many people can recall their own miscues and mishaps while learning to drive.

"For all the people involved," he adds, "it's been a fun, creative experiment."

The involvement of the executives from Volvo Cars North America in the creation and production of the Webisodes "was very limited," Mr. Owens says, adding, "I think the only request they had was, 'Less Volvo.'"

Ms. Gangeri says that "finding the right balance" between entertainment and advertising "is always the challenge" when a marketer sponsors a branded-entertainment campaign like "Mr. Robinson's Driving School."



In the series, Mr. Robinson competes against his longtime nemesis, "Swervin'" Merv LeRoy.

"In the cluttered media space, especially with this target, if you go after them in a traditional way, you'll lose them," she adds.

In addition to the Webisodes, there are features on the Web site that encourage visitors to become more involved beyond watching the video clips. They can leave Mr. Robinson voice-mail messages, take driving tests with him and enter a sweepstakes.

"It's not just about the Webisodes; it's about the interactivity underneath," says Cameron Death, who was the director for United States branded-entertainment efforts at MSN in Redmond, Wash. (He announced last

week that he is leaving to join NBC Digital Entertainment, part of the NBC Entertainment unit of NBC Universal, as vice president for digital content.)

The hope is that visitors to the Web site "go deep," Mr. Death says, in that the metrics being used to measure the success of the campaign include not only viewership of the Webisodes but also "the number of minutes spent on the site."

There are also plans to measure whether perceptions of the C30 and the Volvo brand are different between people who visit the Web site and those who do not, he adds.

The Volvo C30 campaign is the second current effort by an automaker that invokes the memories of learning to drive.

In June, BMW of North America introduced a campaign for its Performance Driving School that carries the theme "Relearn to drive." The BMW campaign, which is centered on a Web site ([relearntodrive.com](http://relearntodrive.com)), seeks to persuade car owners to consider attending the school because, they are told, much of what they learned when they were taught to drive is outdated or wrong.

The BMW campaign, which also features humorous Webisodes, is created by GSD&M's Idea City in Austin, Tex., part of the Omnicom Group.

Too bad BMW and Volvo are such fierce competitors, otherwise Mr. Robinson could make a guest appearance on [relearntodrive.com](http://relearntodrive.com).

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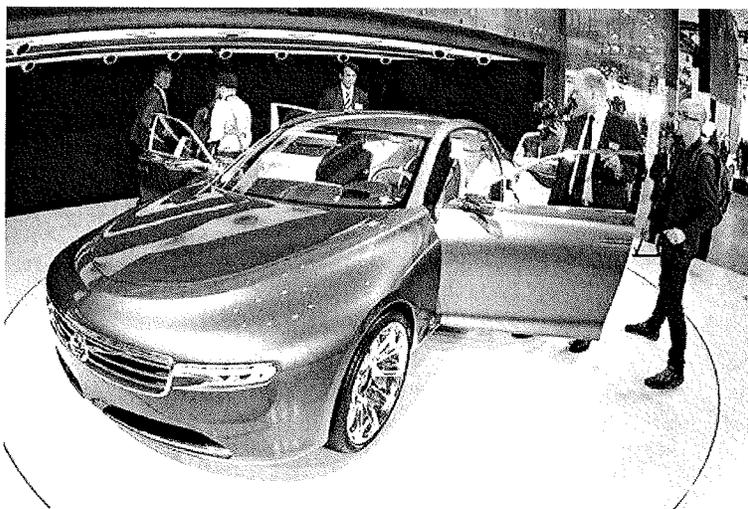
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By JERRY GARRETT SEPTEMBER 13, 2011 1:33 PM

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Michael Probst, Associated Press/Volvo Concept You.

FRANKFURT — A few years ago, Volvo unveiled the Y.C.C., a concept designed by women, for women. Concept You, introduced here on Tuesday, must be for the gents.

It features seat backs tailored like gray flannel suits, complete with pocket flaps. And for the “Revenge of the Nerds” demographic, there’s even a protected pocket holder for pens and pencils.

The You is an evolution of the Universe concept unveiled at the Shanghai auto show in April and presents a more businesslike, upscale Volvo to luxury buyers. Since the brand was sold by Ford last year to Geely of China, its new owners have decreed that Volvo must move upmarket, away from the near-luxury foothold it shared with others like Saab, Acura and Lincoln.



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The regular features of this blog, including Monday Motorsports, the Wheelies news briefs and reports on auto industry developments including vehicle recalls and technology updates, can now be found on the Automobiles Web page. Read more...

In view of this new, upwardly mobile direction for the brand, it was interesting to note that little was said during Tuesday's presentation of safety, usually Volvo's trump card.

But Concept You is otherwise brimming with futuristic auto-show flights of fancy, including a central control panel in the cockpit that remains in "sleep" mode until a driver stares at it. The display can apparently sense, through infrared cameras, when it is being looked at, evoking memories of "2001: A Space Odyssey" and HAL 9000.



Jerry Garrett/The car's display, which is activated when cameras sense the driver's gaze.

The screen, which can subsequently be controlled by touching it, seems hopelessly complicated.

The You is not meant for production; it doesn't even have an engine. Still, Volvo says the platypus-billed sedan should influence future design.

Here's looking at You. Really, it's looking at you.

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COLLECTIBLE CARS COLLECTING

# Unrequited Longing for the 67th Volvo

By NICK CZAP FEB. 19, 2010



Lars Jansson's Volvo P1900 attracts attention easily. Nick Cap

#### SAN ANSELMO, Calif.

THAT Lars Jansson's 1957 Volvo bears serial No. 66 would be an unremarkable statistic except for three facts. First, it's a Volvo Sport. Second, the last Volvo Sport to leave the factory was serial No. 67. And third, the whereabouts of No. 67 are unknown.

This irks Mr. Jansson no end. "I don't like it," he says. "I feel like there's always someone coming after me."

As Mr. Jansson sees it, the only cure for his automotive dissonance is to secure Volvo Sport No. 67. But despite a nagging sensation of being followed, he has yet to spot the last of the species in his rearview mirror.

Compared with the impregnable rolling fortresses on which Volvo built its modern reputation, the Volvo Sport, or P1900, a sleek two-seat convertible with a fiberglass body, seems heretical. But it was actually a timely, if somewhat hastily executed, marketing move. In the early 1950s, on the verge of exporting cars to the United States, Volvo was looking for a way to build interest.

On a visit to America in 1953, Volvo's co-founder and managing director, Assar Gabrielsson, was smitten by the recently unveiled Chevrolet Corvette and became intrigued by its fiberglass body. He consulted Bill Tritt, a design engineer whose company, Glasspar, produced fiberglass motorboats and several hundred sports car bodies. At Gabrielsson's request, Tritt made some sketches, and soon Volvo delivered a newly designed chassis to Glasspar in Costa Mesa, Calif., with instructions to "build a fiberglass body around it."

Glasspar created a handful of prototypes, and in 1956 the Volvo Sport went into production, with a planned run of 300 vehicles. Glasspar built the first 18 production bodies, which were shipped to Sweden for final assembly. Thereafter, Volvo took over the entire production process. Most of the 1956 models were sold in Sweden — one, No. 18, was shipped to the United States and driven across the country on a promotional tour — and all of the 1957 cars except No. 49 were shipped to Los Angeles.

A decade later, another Swedish export arrived on the West Coast. Trained as a tool-and-die maker, Mr. Jansson set off on a round-the-world journey in his early 20s, landing in San Francisco in 1966. He worked for United Air Lines for several years, making aircraft parts, and at the invitation of a fellow Swede he took a job at a Volvo repair shop. He married his employer's sister and settled in this leafy enclave in Marin County.

In the early 1980s, Mr. Jansson got word of a rare P1900 languishing in a carport in Oakland. "I knew about the P1900 and might have seen one in my younger years," Mr. Jansson said, "and I thought I better jump on it."

Though mostly complete, the car — the 66th P1900 — was in sorry shape, its chrome and rubber rotted, its gauges nonfunctional, its body scarred by a bygone collision. He paid roughly \$3,000 and transported the car to his brother-in-law's shop.



QUIXOTIC Mr. Jansson has spent years seeking the final car. *Nick Czup*

“It needed a lot of tender loving care,” Mr. Jansson recalled. All told, the restoration would take more than 25 years, eked out an hour or two at a time in the evenings and on weekends.

In 1999, Mr. Jansson hauled his work-in-progress on a trailer to a gathering of the Volvo Club of America, where he met David Hunt, who maintains the club's P1900 registry. Mr. Hunt, who lives in Anaheim, Calif., owns No. 18, which he bought from a used-car dealer in 1959. He playfully teased Mr. Jansson about the pace of his restoration and educated him on the history of his car. According to Mr. Hunt's research, an unidentified actor originally bought No. 66 from a Hollywood dealership. The actor's daughter crashed it, which explained the body damage.

Mr. Hunt also raised the subject of serial numbers and No. 66's peculiar status, and therein lie the roots of Mr. Jansson's affliction. Mr. Jansson began calling contacts in Sweden in search of any whispers on the location of No. 67. And Mr. Hunt redoubled his efforts, poring over Volvo newsletters and classified ads for clues.

In the ensuing years, the two became close friends, and they still call each other often to share the latest intelligence.

Mr. Hunt said he firmly believed that No. 67 is out there. In a telephone conversation, he cited the P1900's remarkable survival rate. At last count, 50 of the cars were known to exist.

He mentioned some intriguing leads. First, a rumor about a crashed P1900 hauled to a Mojave Desert junkyard, and second, a man in Los Angeles who claims to have two P1900s in crates. But the Mojave is vast and has many wrecking yards. And, strangely, the man in Los Angeles refuses to divulge the serial numbers on his cars.

Despite having turned up such tantalizing leads, Mr. Hunt is unable to fully pursue them. He recently turned 70 and is a full-time caregiver to his elderly parents, leaving him little time to chase down fiberglass phantoms.

Mr. Jansson retired in 2002. Five years later, he finished restoring No. 66 with glistening paint in the original robin's egg blue, a splendid red vinyl interior and, in an artistic flourish, a dashboard fabricated from a piece of bird's-eye maple.

Asked about the cost of the restoration, Mr. Jansson avoided any discussion of a dollar amount. "Whatever she needed, she got," he said firmly. Likewise, he seemed to have little interest in speculating on the car's current value. More often than not, probing questions about No. 66 somehow led to conversations about No. 67, whose nebulous presence seemed at odds with its pointed absence.

Mr. Jansson drives No. 66 every day, weather permitting, which given the mild Northern California climate is most days.



Promotional literature from the 1950s for the rarest of Volvos. Courtesy of Volvo Cars Heritage

A reporter recently accompanied him on a lunch outing to Point Reyes Station, a small town on Highway 1.

"I like to keep her between 85 and 90," Mr. Jansson said, heading into a curve on the road west toward the coast highway. Thankfully, like the P1900's speedometer, Mr. Jansson measures speed in kilometers per hour. Still, speed is relative — in this case, relative to riding in a plastic convertible with no roll bar and no seat belts.

A pragmatist, Mr. Jansson sees a benefit in the lack of restraint devices. "In a crash, I don't want to get caught underneath," he said. "If something happens, I want to fly out."

The 1.6-liter 4-cylinder engine produces only about 78 horsepower, but generates sufficient torque to pull strongly at low speeds.

To improve highway driving, Mr. Jansson replaced the 3-speed transmission with a 4-speed. He has been taking advantage of a recent rainy spell to swap in another 4-speed with an electro-hydraulic overdrive, which will drop the freeway revs still further. The ride is a bit stiff, but not as rough as automotive legend might lead one to believe.

In late 1956, after a weekend test drive, Assar Gabrielsson's successor, Gunnar Engellau, complained that the P1900 vibrated excessively, saying, "I thought the doors would fall off." Mr. Hunt blames flimsy hinges and other hardware, but Mr. Jansson suspects a lack of asphalt may have been responsible, noting, "There were a lot of dirt roads in Sweden at the time." Nevertheless, on his return to headquarters, a shaken Engellau announced that P1900 production would cease when the existing parts were used, declaring the car not up to Volvo's quality standards.

Excommunication aside, the P1900 is a delightful machine, and Mr. Jansson is clearly enamored. But on the drive home, an implacable itch returned. "It could be," he said, "that No. 67 was totaled, which would mean that this the last one."

He seemed unsettled. "But if 67 is out there, and I do find it..." he added, his voice trailing off.

What then? Then, he says, he'd pull the engine from No. 66, strip any other parts he needed to bring No. 67 up to snuff and sell the remains.

When pressed, Mr. Jansson admits an attachment to No. 66. But in spite of its charms, the car seems unable to provide Mr. Jansson with one essential element: closure.

"There is a certain sentimental..." he said, trailing off again. "And it's a dream car to drive, you know." He seemed hesitant to delve deeper. "But if 67 showed up," he said, brightening, "I think it would be a nicer vehicle to attend to."

A version of this article appeared in print on February 27, 2010, on page A17 of the New York edition with the headline: Unrequited Longing for the 67th Volvo Club. Reporters: Today's Paper. Subscribe

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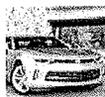
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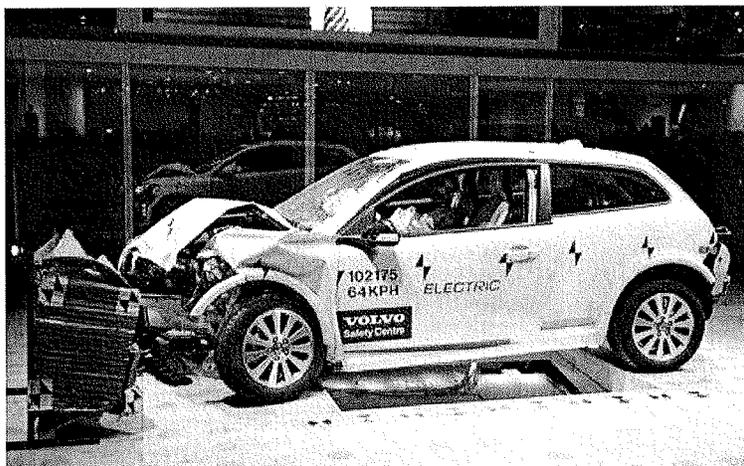
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# Crashed Electric Volvo C30 Displayed at Detroit Auto Show

By JERRY GARRETT JANUARY 11, 2011 2:55 PM

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Stan Honda/Agence France-Presse — Getty Images Volvo displayed this crashed electric C30 hatchback to demonstrate the safety of the car's battery system.

DETROIT — What happens when an electric car hits a wall at 40 miles an hour? For the answer, Volvo crashed one.

“We found the battery packs need to be mounted in the car away from the crumple zones that are designed to absorb energy and deform upon impact,” said Stefan Jacoby, chief executive of Volvo Cars, here on Tuesday, where the company displayed a crashed E.V. based on Volvo’s C30 hatchback. “We are the first car maker to show the world what a truly safe electric car looks like after a collision with high-speed impact,” he said.

Whether electric vehicles are as safe as conventional cars, which already have been extensively crash-tested and refined for decades, is a question that many prospective E.V. buyers can be expected to

ABOUT

ask. Would ruptured batteries leak [lithium](#)? Is there an elevated risk of fire?

For answers to those questions and more, the C30 was crashed at Volvo's Gothenburg, Sweden, laboratory last month, with a fully charged lithium-ion battery system. It was subjected to a 40 m.p.h. offset frontal collision with a barrier. The batteries and the cables, which are part of the electric system, remained intact, Volvo reported.

Volvo's battery development partner, Ener1, designed a "split battery" system specifically for the C30, with half the battery located in the central tunnel between the seats and the other half under the rear seats, where the gas tank would normally be located.

The battery system, which took two years to develop, refine and test, represents a multimillion-dollar development effort, Mr. Jacoby said. An electronic management system, integrated into the vehicle's control systems, senses when a collision is occurring and, in conjunction with airbag deployment, cuts power in milliseconds. The system also has several fuses that shut down power if a ground fault — a damaged cable coming into contact with the body frame, for example — is detected.

Mr. Jacoby said the system has multiple levels of redundancy built into its control protocols for extra margins of safety.

A test fleet of C30 electric vehicles will go into service during 2011 in Europe, Asia and the United States, Mr. Jacoby said. "Several car makers have launched or are in the process of introducing electric cars into the market," he added. "We are carefully monitoring their progress and note that not everyone is approaching the safety challenges as we are. But for us at Volvo, this issue is crystal clear. We never compromise on our stringent safety demands."

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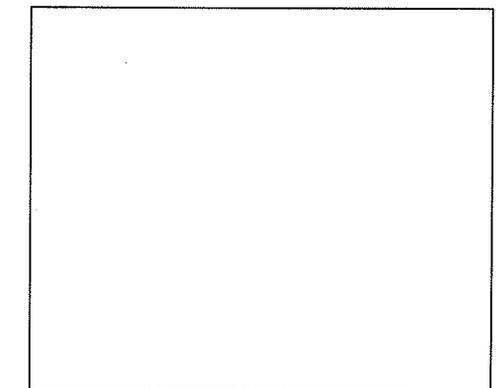
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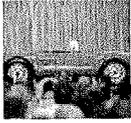
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COLLECTIBLE CARS RUST IN PEACE

# When Volvo Took a Bit Off the Top

By ROB SASS MARCH 4, 2007



MULTINATIONAL 1970 Volvo 262C

**WHAT WAS IT?** The 1978-81 262C, which came to be known simply as the Volvo Coupe, was Volvo's bid to compete in the growing class of personal coupes.

**AND THE POINT WAS?** In the late 1970s, Volvo was without a flagship coupe to compete with BMW's 6 Series or the Mercedes-Benz 280CE. But in trying to make do with a rehashed body from its existing models, rather than a bespoke design, it ended up with a two-door closer in spirit to a Ford Thunderbird than to a Bimmer or a Benz.

**WHAT HAPPENED TO THE ROOF?** When the Coupe development program began, Volvo management insisted that most of the body panels from the nerdy 260 sedan be retained. The final design ended up with a comically low vinyl-clad roof that would have looked just right on a customized '50 Ford. There's more: the wide C-pillars, adorned with crowns, created a blind spot large enough to hide a herd of reindeer. The finished car looked like a Volvo family sedan that Godzilla had stepped on.

**IS THAT ALL?** Hardly. Assembly of the Coupes was subcontracted to Bertone in Italy; rust problems surfaced. The engine, a Peugeot-Renault-Volvo joint venture, was a limp 127-horsepower V-6. Wiring harnesses failed with alarming regularity. And by 1980 the price (around \$15,000 originally) had ballooned to nearly \$20,000 — more than a Cadillac Eldorado.

**THE ADS SAID** "In time its price will seem insignificant" — an accurate prediction of the 262C's future value.

**THE CRITICS SAID** Car and Driver likened the body to a George Barris chop job. Reviews pointed out that the low roof made a once-roomy Volvo impractical for anyone taller than 6 feet.

**WHAT'S IT WORTH?** The ungainly Coupes rarely appear at collector car auctions; when they do, they generate little excitement. At an auction in August 2004, a better-than-average Coupe sold for \$2,312. **ROB SASS**

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A version of this article appears in print on , on page A08 of the New York edition with the headline: When Volvo Took A Bit Off the Top. Order Reprints Today's Paper Subscribe

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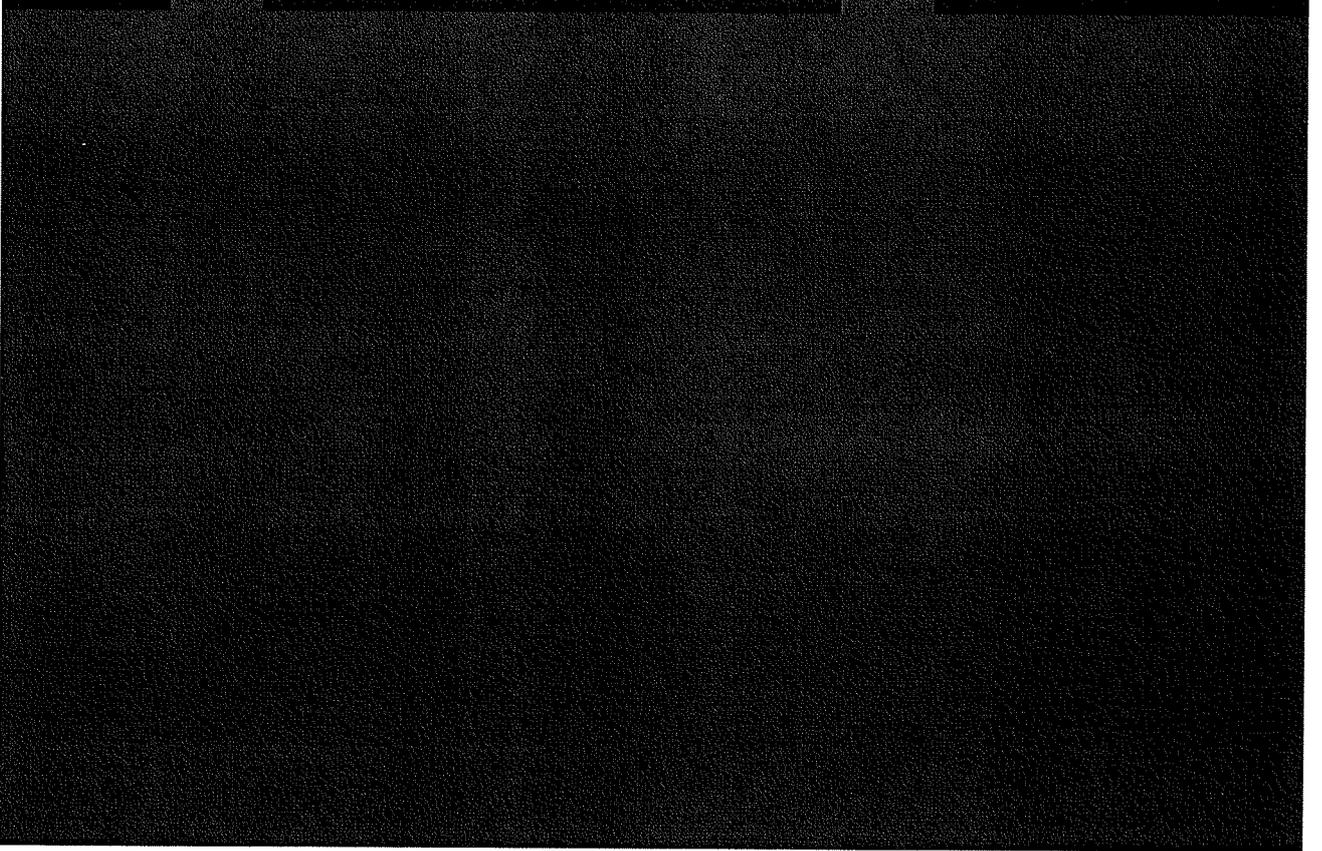
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If you feel fondness for an old junky car, despite its broken odometer and smell of spoiled milk, then you can relate to Brigid Schulte. Her 1995 Volvo cost more money to maintain than to originally buy. Host Michel Martin speaks with Schulte about her Volvo and why people tend to love junky cars so much. Schulte has written about this love affair in this week's *The Washington Post Magazine*.

## Transcript

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MICHEL MARTIN, host: And now we open up the pages of The Washington Post Magazine for the second time this week to find another interesting story about the way we live now. Today we dig into a love story of sorts: the romance between a journalist and her 1995 Volvo station wagon. Washington Post staff writer Brigid Schulte could not bring herself to part with that ailing car. Who cares if the power steering wasn't reliable, the odometer was broken and it smelled like rotten milk? The point was it had character and a lot of memories.

So despite disapproving looks from her neighbors, she continued to pour money into it at the mechanic. Brigid Schulte knew there were a lot of people who felt the way she did. So she decided to find out why. Why do we love our hoopties so much? And she's with us now. Thank you for joining us.

BRIGID SCHULTE: Thanks for having me.

MARTIN: And it's actually kind of sad because the fact is that the car is no more - at least no more with you. And how did the breakup happen?

SCHULTE: Oh, it was so sad. It was totally unexpected. I had had this car, like I wrote, for years. And one day I was out on an assignment driving around, not talking on my cell phone, a car sailed out without looking and smashed into the front part of the car. And by the time I talked to the insurance company, it was a cold, you know, slap in the face when they just said, well, you know, it's going to cost more to fix than it's worth and we're totaling the car and that was it.

MARTIN: You said you felt dizzy with disbelief, that you tried to argue and plead carefully. It's like the stages of grief. You're, like, please, no, don't break up with me. No.

SCHULTE: I was thinking about that. I went through anger. I went through denial. Yes, I did. I went through bargaining.

MARTIN: You actually did bargain.

SCHULTE: Right.

MARTIN: In the course of your reporting, you figured out that there were, A, a lot of people who feel this way and that there are some interesting psychological reasons behind it. So tell me about that.

SCHULTE: Well, that was what was interesting. Once I found out how crazy I was, I just - you kind of wonder, am I alone? Am I the only really insane person out there? And so I did a call out to people. It's, like, have you ever loved a car too well? Tell me your story. I want to hear your story. And the stories just flooded in. You know, people who had held on to Mercedes for 27 years. And, you know, the names of their cars and, you know, Black Beauty and Betty and Maybelline(ph) and all this, you know, this incredible, these stories would come in and they were full and rich and they'd had these long relationships.

It really felt like people were talking about real people. And I found this wonderful woman who just has done a big study. And it's called "Truly, Madly Deeply: Consumers in the Throes of Material Possession Love." And what she did, she and her co-author spent many years, you know, talking to people like me and going to car shows and trying to understand this connection people have. And they really described for the first time that people can feel for their autos the way people can feel for other human beings.

MARTIN: Well, the other thing about this piece, the article that you're citing which was published in the Journal of Consumer Research found that people can love other objects that way: guns, bikes, other inanimate objects, other material possessions, but that very little compares, or nothing really compares to the affection that some people have for their cars.

SCHULTE: That's right.

MARTIN: I do want to ask, though, whether girl thing or boy thing? Or is this both men and women feel that way?

SCHULTE: That's the interesting thing. Both men and women can feel this way about their cars. You know, and they - in the journal that you cited, they found that people can be friends with their bikes. You're, you know, sort of a buddy relationship. You're friendly with your computer when it works and you hate it when it doesn't work. It's sort of more of a fair-weather friend kind of relationship. But, really, nothing came close to cars and it was across the board. It was also (unintelligible) economic levels. It's, like, everybody has a story.

MARTIN: If you're just joining us, you're listening to TELL ME MORE from NPR News.

We're talking about the strong affection some people have for their junky old cars. Our guest is journalist Brigid Schulte and she wrote about this for this week's Washington Post Magazine.

When you figured out that you were not alone and you were not the only person who had these really - a really deep attachment to a particular car, what did you figure out about why you love this particular car so much?

SCHULTE: Well, you know, it's funny. I didn't ever really think about it while I had the car. It was really only through that experience of losing the car that I had to really - finding out how crazy I'd been about trying to repair it that I really began to think about it. I had to go up and clean it out. And my son, who was 11 at the time, he wanted to come with me. And he said, you know, I love that car too. I should come too.

And so I took him out of school, which, again, is another thing. I realize that. And, you know, we were taking out my daughter's hula hoop and all the Mad Libs and the crazy McDonald's toys and the dog-eared maps and everything - putting it in a big box. And, you know, I always thought that I would have that car until my kids turned 16. And then they would - it would be their car. It would be this really safe, you know, steel-reinforced car.

And so figured we'd have it forever. I thought Volvos would run forever. This would be it. So he was driving it, pretending to be 16 and that this was really his car. And then he sort of surprised me. He went around to the front of the car and he laid his head down on it and it's like he gave it a hug. And that's when it hit me - that we bought the car when I was six months pregnant with him and this was after many years, after going to many specialists after I'd been told I would never carry a child and he was really a miracle baby.

And then we bought this car because I was going to have a baby, which I, you know, had been told I would never have. And that's when it finally hit me that that was my attachment to the car, is that finally I was going to be a mom after years of heartache when I thought I never was going to be one.

MARTIN: And that was your mom car.

SCHULTE: That was my mom car.

MARTIN: Yeah.

SCHULTE: And I loved it. And everybody in the neighborhood knew it was me, you know. And I - you know, they would all wave and they knew, it was the lady in the green Volvo.

That was just me. And, you know, I have a perfectly fine car now. But it's really funny, it happened the other day, nobody recognizes me when I drive by. Even my best friends, you know, I'm waving madly. It's, like, it's not the green Volvo.

MARTIN: Well, maybe you should get a Maserati.

(SOUNDBITE OF LAUGHTER)

MARTIN: That'll fix that.

SCHULTE: Right. Right.

MARTIN: Brigid Schulte is a staff writer for The Washington Post. She wrote about her love of her car - her old car. I'm sorry to bring up a painful memory.

SCHULTE: Yeah.

MARTIN: And other people's mad love for their cars - for their junky rides. And she was kind enough to join us from NPR member station WCAI in Woods Hole, Massachusetts. If you want to read her piece in its entirety - and we hope you will - it's titled "Crash and Yearn." We'll link to it on our website. Just go to NPR.org, click on Programs, then on TELL ME MORE. Brigid, thank you so much for joining us.

SCHULTE: Thanks so much for having me.

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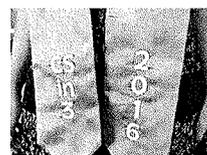
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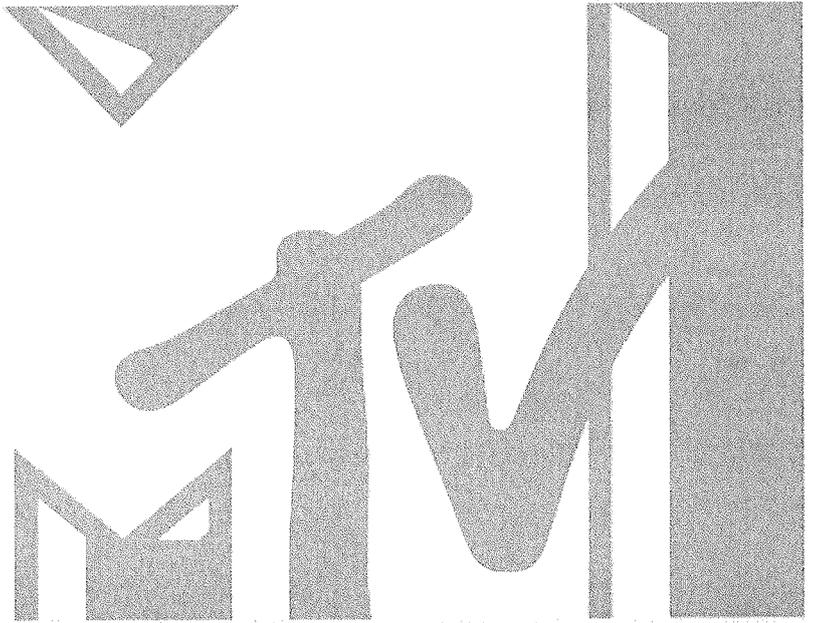
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# NEW 'SCENE IT? TWILIGHT' IPHONE APP: WE'VE PLAYED IT!

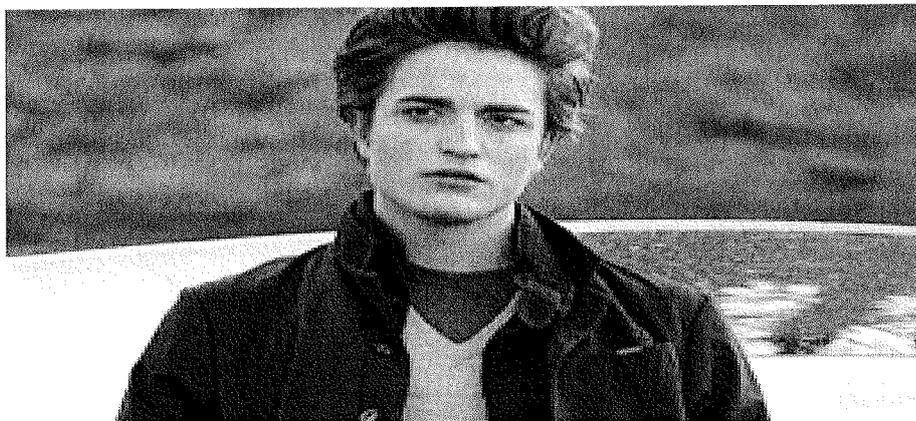
by [AMY WILKINSON \(HTTP://WWW.MTV.COM/NEWS/AUTHOR/WILKINSAM/\)](http://www.mtv.com/news/author/wilkinsam/)

10/21/2009



**B**

oardgames are fun—when you have ample space, a table, chairs and maybe a bowl of popcorn or a slice of pizza. They are not, however, the ideal amusement when crammed on a jam-packed Subway or on a bumpy bus ride to school—until now. Thanks to the new “Scene It? Twilight” iPhone app, available for \$4.99 from the iTunes App Store, Twiligheters can satisfy their boardgame craving virtually anywhere.



As a public service to all you Crushers who also call yourselves Twiligheters, we downloaded the game last night and took it for a thorough test drive ... Volvo not included. (You can see our in-newsroom “virtual” test drive — thanks to the trusty Nicole Guanlao — by pressing play on the video above.) The app offers two different modes of gameplay. The first is the **main “Scene It?” game**, a sort of single-player trivia bonanza. My first attempt started off with a clip from the meadow, after which I had to recall the first word that was said in the scene (kind of lame, I'll admit). The game quickly progressed through several different puzzle types including multiple-choice trivia (i.e. What was the name of the bookstore Bella bought the Quileute book at?), video trivia, Who Said This?, in which players have to correctly attribute movie quotes to the correct characters; Gridlock, where players have to remove point tiles from atop an image until they can identify the person, place or thing below; and Baseball Shuffle, a carnival-style game where a ball is placed under one of three rotating hats and you must identify which hat it's under.

Scoring begins at 400 for each puzzle with points ticking off the longer it takes you to respond. For all intents and purposes, the game goes on indefinitely, with no “real” end that I could discern. To wit, according to a press release, “Players can enjoy sustained game play by accessing six different games with over 40 puzzles each in single player mode.” So if my math is correct, that's 240 questions with no repeats.

The second mode is called **“Twilightning Trivia”** and is a multiple player game akin to Hot Potato. One player begins holding the iPhone (or iPod Touch) and must answer a trivia question correctly before passing it on to the next player, who must do the same. The device moves down the line until lightning cracks over the screen, indicating the end of the round. The timer is not visible, though, meaning players have no way of knowing when lightning will strike. If you're holding the device when it happens, you're out. The game proceeds until the last player standing wins.

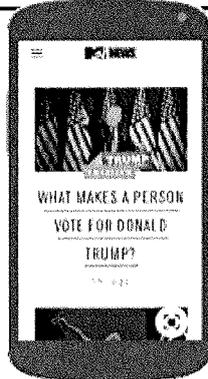
As an avid "Twilight" (<http://hollywoodcrush.mtv.com/tag/twilight/>) fan, I would classify the difficulty level of the trivia as intermediate. You will definitely need to have seen the film at least once and paid moderate attention to answer most of the questions. Not many are real stumpers, but that's not to say they're easy peasy either.

Also included in the "Scene It? Twilight" app are three clips, "New Moon" Trailer #1 and #2 and the "Meet Jacob Black" trailer (<http://hollywoodcrush.mtv.com/2009/08/17/the-new-new-moon-trailer-meet-jacob-black-video-has-arrived-watch-now/>). (You know, in case you hadn't seen them 127 times already.) Another fun option, if you download the "Scene It?" Facebook app: post your score to the social networking site and compare points with your friends to see whom among you is the real "Twilight" expert.

Overall, "Scene It? Twilight" is a good travel alternative to the board game of the same name (which we will also be reviewing in the coming days!), but I do have a few complaints. For one, players must hit the "play" button before each question, which gets tiresome after the first five times or so. I also don't like that the correct answer isn't displayed after a player guesses incorrectly. Also, in the single-player mode, the infinite game gets tedious after a while. I'd like to "win" at some point.

"Scene It?" has also launched a new Web site (<http://www.sceneit.com/>), which lets you play tons of trivia games for free! According to a press release is "an online destination that allows users to interact and engage with Hollywood trivia and entertainment news in a socially connected online experience." You're also able to make your own Hollywood persona (you're either on a path to be a director, producer, writer or actor) and move up the ladder by taking acing quizzes and earning "Glitz" (the in-game currency).

*Have you played the iPhone version of "Scene It? Twilight"? What did you think?*



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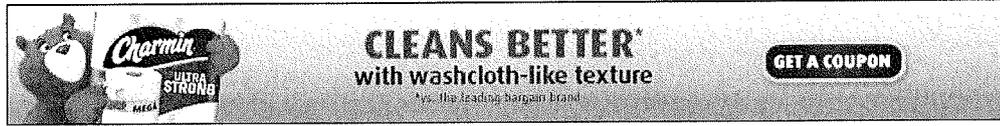


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## THE BLOG

## Volvo Goes Climate-Neutral

🕒 05/25/2011 11:45 am ET



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Joel Makower



Founder of <http://GreenBiz.com>, award-winning journalist, bestselling author, global speaker on sustainable business and clean technology

Talk about driven.

Volvo has just announced the world's first CO2-free automotive plant — its new Volvo Trucks plant in Tuve, Sweden. The company plans to maximize the plants efficiency and invest in wind power and biofuel to zero out the facility's carbon footprint.



For all the talk about the challenges and hardships most companies claim about reducing their climate impacts even 5% or 10%, it astonishes me how many leadership companies are proving them wrong. It's not surprising that Volvo, [long a leader in environmental innovations](#), would be one of them.

This isn't the first climate-neutral manufacturing plant. A [solar module manufacturing facility](#) in Freiburg, Germany claims to be CO2-neutral, and there may be one or two others. But this is the first on this scale.

Getting a manufacturing plant (or any other facility) to be climate-neutral requires engaging in two efforts: becoming as energy-efficient as possible, then powering the remaining energy needs using renewable energy. Volvo expects to reduce its energy needs by 20% — itself a significant achievement — and in cooperation with Göteborg Energi is currently building five large wind power plants and a new biofuel plant adjacent to the Tuve plant. (The five wind power plants alone will increase the amount of wind-power generated electricity in Sweden by 4%.) Energy not needed by the plant will be distributed to other nearby businesses. The wind power plants and the new biofuel plant are scheduled for completion during 2007.

"This is not solely an admirable environmental effort," said Leif Johansson, Volvo's CEO, in making the announcement. "We also expect that it will eventually be profitable on a purely commercial basis."

Volvo's says it wants to make more of its manufacturing plants CO2-free. According to forecasts from the Environmental Protection Agency, Sweden will achieve the goal of reducing its total emissions of carbon dioxide by 1% in 2010, compared with 1990 levels.

Of course, none of this will make Volvo's cars any more efficient, though the company has made strides in that area, too. Hopefully, more to come on that, too.

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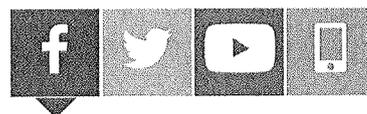


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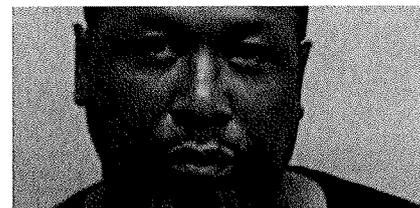
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## European 'Road Train' Cars Drive Themselves While You Sleep (PICTURES)

 3/17/2011 08:13 am ET | Updated May 25, 2011

905



Catharine Smith



Business Editor The Huffington Post

Imagine you're driving down the highway, when you pass a column of cars cruising in tandem. You notice with awe that the steering wheel in each car moves autonomously while the drivers eat, read and get ready for work—some drivers even appear to be sleeping! If this sounds too good to be true, you're in for another shock: you've just received a sneak peek at 2021.

Testing of this so-called "[road train](#)" system is already underway in Europe, where the European Commission-backed Safe Road Trains for the Environment ([SARTRE](#)) program has partnered with companies like [Volvo Car Corporation](#) to develop technology that will make driving safer, easier and more efficient.

A "road train" describes a line of cars, each outfitted with advanced steering and sensory technology, that follow behind a leader vehicle, which guides the cars as they travel along a preprogrammed route. Each car in the "train" communicates with the leader via Wi-Fi, thus requiring little to no input from their individual drivers, who are free to take their eyes off the road and engage in other activities behind the wheel.

Until recently, this system has been tested only in simulations. The first "road train" hit the streets in December 2010, [Wired reports](#). This real-world test took place on a snowy road outside of Gothenburg, Sweden and consisted of a mini-train of only two cars, a Volvo S60 and its leader vehicle. The next step for researchers will be to add more cars to the train and tighten the distance between each car.

In addition to reducing human-error collisions, SARTRE researchers hope this system of driving will increase fuel efficiency by as much as 20 percent, according

to [CNN](#). With each car traveling at a constant speed only a few meters apart, these "road trains" are also likely to ease traffic congestion on crowded roads.

Look through our slideshow (below) to see photographs from Volvo's test of the SARTRE "road train" test, as well as animations that show how a multi-car road train will function. Then, check out plans for [China's 3D Express Coach](#), a two-story bus that can pass directly over smaller cars on the road. For more on the future of driving, view our slideshow of [concept cars from 2010's Geneva Motor Show](#).



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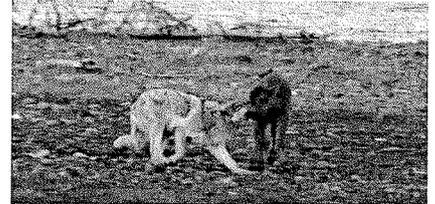
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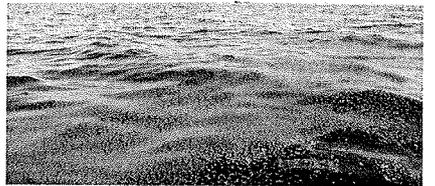
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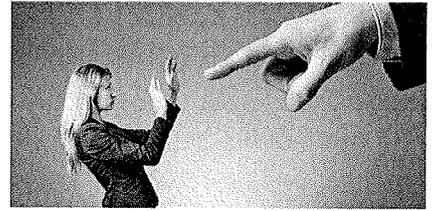
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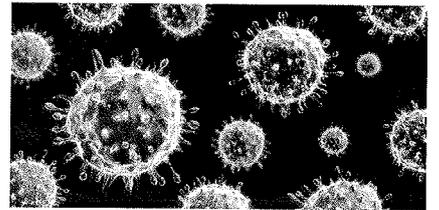
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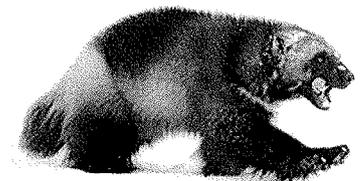
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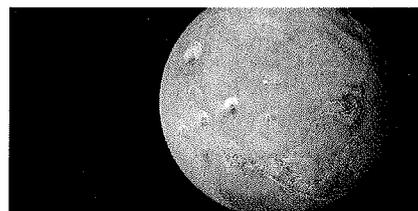
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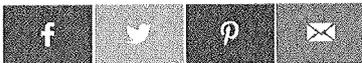
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Legoland California manager Peter Rochetti was dumbfounded when he saw his car in the parking lot earlier this week. Instead of his usual Volvo SUV, Rochetti found a massive lego replica. The blue beauty was made of 201,760 pieces of lego and weighed 2,934 pounds, reports the [LA Times](#).

Legoland model shop supervisor Tim Petsche orchestrated the plan after noticing that the lego car, which was being refurbished at the time, bore a close resemblance to Rochetti's Volvo, reports [NBC San Diego](#). On Monday morning of this week, one of Rochetti's employees snatched his car keys, moved his car, and then returned the keys. A forklift transported the lego SUV to Rochetti's usual space.

More: Legoland California

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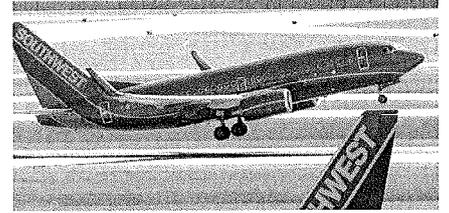
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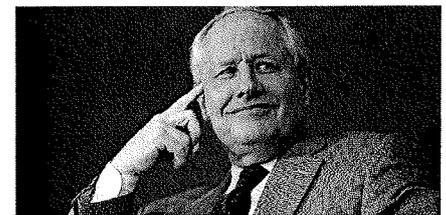
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# Volvo, H&M among brands turning to virtual goods

8 September 2010



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NEW YORK: Major companies including Volvo, H&M and MTV are now using virtual goods in a bid to connect with internet users.

To promote its new sedan model, the S60, carmaker Volvo launched a campaign this month on MyTown, an iPhone application created by Booyah which boasts more than 2m players at present.

Emily Garvey, brand manager at Media Contacts, which handles Volvo's digital brief, suggested MyTown was particularly effective for fostering genuine engagement.

"It is a location-based game, where people check into a location such as a garage or auto dealership and opt to receive a virtual sedan, a Volvo steering wheel, tire or Volvo iron mark - its logo," she **told the New York Times** (<http://www.nytimes.com/2010/09/07/business/media/07adco.html?ref=media>).

"[Volvo wants to] attract auto enthusiasts - who are about 60% men - to get people excited and to change brand perception so people think of it as a sporty, fun and good-looking car."

H&M, the apparel chain, is currently planning to roll out a second marketing initiative on MyTown, having employed the same platform in "The Blues", championing denim and other blue items of clothing.

This encouraged netizens to visit bricks and mortar stores and try products, offering credits that could be reclaimed against virtual goods when "checking in" at locations.

Speaking at a recent conference, Rachel Veiga, associate media director at MediaCom, the agency leading this effort, said it generated 10.6m online impressions.

"For us, it was interesting that the promotion was using virtual goods and virtual points to incentivize real-time activity," she said. "For brands like H&M, that's key."

"It's about driving foot traffic to stores, not just getting them to play. We're working on the next evolution of this -

how do we get people to purchase?"

Appssavvy, a consultancy, leveraged MyTown over a ten day period on behalf of Powermat cordless chargers, fitting cellphones, ebook readers and satellite navigation devices.

Having surveyed 2,900 people signed up to MyTown, Appssavvy found 25% were aware of Powermat before the campaign, reaching 70% after it had finished.

Similarly, purchase intent rose by almost a third in this timeframe, indicating the broader benefits that come with effectively utilising emerging channels.

"MyTown provided a compelling experience, an online network and a fun and engaging experience," Beth Harrison Meyer, Powermat's vice president for global marketing, said.

Elsewhere, MTV, the entertainment network, has partnered with Mall World, a Facebook game aimed primarily at women, and which enables them to open their own fashion boutique.

More specifically, MTV is offering digital versions of items worn by well-known celebrities, such as singer Beyoncé Knowles' diamond ring.

Approximately 400,000 consumers log on to Mall World every month, and this young, tech-savvy audience is an attractive one for many brands.

*Data sourced from New York Times; additional content by Warc staff*



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# Volvo system could curb road kill

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Next-generation City Safety system may prove kind to animals

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By

**Paul A. Eisenstein**

TheDetroitBureau.com  
updated 10/10/2011 8:57:35 AM ET

DETROIT — Volvo's City Safety can bring a car to a complete halt to avoid an accident. A variation may be able to spot animals on the road and avoid collisions.

It's an unpleasant reality on the highway, but the folks at Volvo think they may have a way to cut back on the seemingly ever-present road kill using some of the same high-tech systems that the maker is using to curb inadvertent pedestrian collisions on city streets.

The new animal-friendly system is one way the now Chinese-owned Volvo hopes to build on its traditional reputation as an automotive safety leader.

Volvo has already won kudos for its latest active safety technologies, such as City Safety, which uses an infrared laser sensor attached to the windshield to monitor traffic in front of a vehicle. At speeds ranging from 2 to 19 mph — typical on crowded urban and in rush hour traffic — the system will detect a potential collision. If the driver doesn't react by the time the two cars are 18 feet apart, it will automatically jam on the brakes.

Another version of the system can detect pedestrians and can take steps to avoid an impact. Such collisions make up a significant share of the roughly 35,000 Americans killed in roadway accidents each year.

Volvo engineers then began wondering about animals, who are killed in substantially larger numbers as the result of vehicle impacts each year. And groups like PETA, People for the Ethical Treatment of Animals, aren't the only ones bothered by that toll.

According to a study by State Farm, there were 1.09 million deer hit by motor vehicles in the U.S. during the 12 month period ending June 30, those incidents causing \$3.5 billion in damage. And such collisions routinely result in a number of deaths and injuries. Such incidents can be even more perilous in a place like Sweden, Volvo's home, when the collision involves a moose.

The maker is looking to introduce a modified version of City Safety that might use cameras or other systems to expand its capabilities, and the new concept could show up in a couple years on the maker's SUV models, such as the XC90, notes a Bloomberg report.

How well it will work remains to be seen. It's hard to predict animal behavior, especially when they might suddenly emerge from hiding in a stand of trees along the roadside. But a recent study of insurance claims by the Highway Loss Data Institute found that Volvo's City Safe system, in particular, reduced the number of vehicle damage claims resulting from car-to-car collisions by 27%, while insurance claims related to bodily injuries dropped by 51% on vehicles using the technology.

"This is our first real-world look at an advanced crash avoidance technology, and the findings are encouraging," said Adrian Lund, president of the Highway Loss Data Institute.

Various forms of camera, radar and/or laser collision avoidance systems have been making their way to market and such insurance industry kudos — especially if paired with rate reductions — could encourage even more.

General Motors just announced a new low-cost system using a single camera.

But Volvo appears to be the first maker specifically aiming to use such technology to be kind to animals.

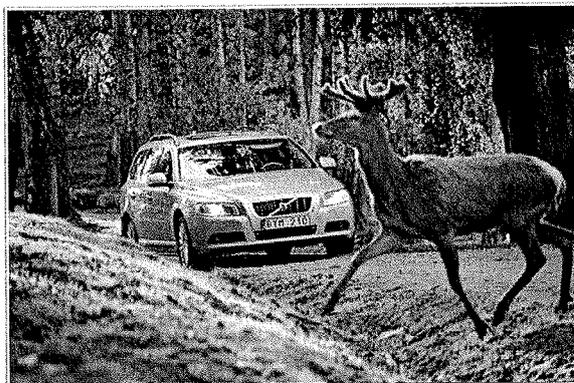
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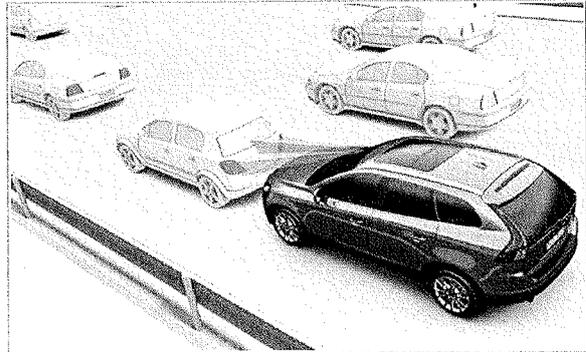
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New technology does a good job of avoiding common low-speed crashes

By  
**Alyssa Danigelis**  
DiscoveryNews  
updated 8/3/2011 3:24:56 PM ET

TV ads show off automotive collision avoidance tech, but a new independent study proves that it's actually working. Advanced car "brains" do a better job avoiding common low-speed crashes than human brains that are distracted.

"Whenever you can say things like, 'Almost a quarter of crashes being avoided,' that's a huge number. But that's where we are," said Kim Hazelbaker, senior vice president of the Highway Loss Data Institute, a nonprofit research organization funded by the automotive insurance industry that studied the technology.



An illustration showing Volvo's City Safety technology, which was found to prevent a quarter of lo

HLDI, which is affiliated with the Insurance Institute for Highway Safety, looked at crash data from Volvos with the automaker's "City Safety" crash avoidance technology, which is mandatory in its XC60 series.

An infrared laser sensor in the windshield behind the rear-view mirror senses other vehicles within 18 feet. Other sensors detect steering angle and the brake pedal. When there's a certain type of speed difference around other vehicles, the sensor will automatically apply the brakes.

The technology is designed to avoid front-to-rear crashes that typically happen in commuter traffic at speeds up to 19 miles per hour. "It's unique," Hazelbaker said. "It's made to keep you safer in urban traffic."

Volvo's automatic braking function is intended to be an uncomfortable experience for drivers so they don't rely on the car to do all the thinking for them.

"There's always a surprise reaction," said Adam Kopstein, Volvo's product and safety compliance manager for the North American market. "The system is designed to react very late in a crash sequence. It's really important when the system activates that it's not something a customer would try to get used to."

The real-world data from automotive insurers that HLDI used for its study accounts for 80 percent of the insured vehicle fleet in the United States. Insurers know which vehicles were involved in claims based on their unique vehicle identification numbers or VINs. HLDI took crash data from Volvo XC60 vehicles and compared them with crashes involving other vehicles in the midsize luxury SUV class.

The City Safety system was found to prevent about a quarter common low-speed commuter traffic crashes compared with cars that didn't have the technology. "We've been in this business for quite a while and you seldom see as dramatic a difference as these things appear to be making," Hazelbaker said of Volvo's crash avoidance system. His organization is working on evaluating a number of crash avoidance technologies from manufacturers, he added.

Volvo is working on other advanced systems to avoid pedestrians and animals, Kopstein said. They're not alone. HLDI's Hazelbaker reports that several different manufacturers have new technologies emerging, including "smart headlights" that adapt to steering and turn the corner as the vehicle turns.

Another fairly new technology uses cameras in the vehicle's mirrors to monitor where the vehicle is in relation to lanes on the highway. If they're crossed without a turn signal, an alert goes off to warn the driver.

For automakers, the long-term vision is to produce safe vehicles that don't crash or hurt anyone at all. "Google's got a self-driving car," Hazelbaker said. "But I don't think we're there yet."

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Will prototype lead drivers to narrower two-seater?



By **Miguel Llanos**  
Reporter

msnbc.com  
updated 11/17/2014 3:32:11 PM ET

SHANGHAI, China — Hoping that cool will convince Americans to make room for environmentally friendly vehicles, Volvo has unveiled a three-seat car that's tapered in the back for a more aerodynamic and energy efficient drive.

"We've brought you an idea of what might be in your garage in eight to ten years," Volvo North America Director Dan Werbin told reporters at Challenge Bibendum, a green vehicle rally named after sponsor Michelin's fluffy white mascot.



Volvo's 3CC concept car goes through a slalom test earlier this month at Challenge Bibendum, a g

The car, dubbed the 3CC, is 30 percent more aerodynamic than a Volvo S40 sedan, the company said, so that regardless of what fuel source it runs on it will use less energy. And while it's billed as a car for up to three adults, the 3CC would actually seat two children in the back if needed.

Werbin said the 3CC reflects Volvo's conviction that a green vehicle won't sell well in the United States unless it's also "safe and really cool."

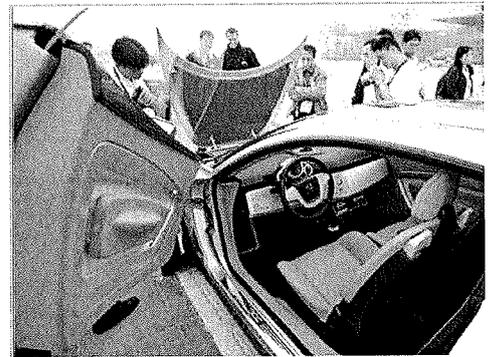
Lars Erik Lundin, general manager of Volvo's research center in Camarillo, Calif., added that "the emotional power of good looks" is a critical motivator for purchasers.

"The main challenge" in designing the car, he noted, "has been to find the right balance" between safety and environmental benefits.

The lightweight carbon fiber shell, for example, is balanced with a reinforced steel frame. And a low center of gravity helps with cornering.

**Runs on laptop batteries**

Volvo says it designed the 3CC to be "future proof" by making sure that the engine layout can be modified to run on fossil fuels, fuel cells and even as a gasoline-electric hybrid.



Volvo's "cool" factor on its 3CC includes doors that swing up.

The version taken to Shanghai has zero emissions, running entirely on electric batteries — in fact, 3,000 lithium ion cells, the same batteries that laptops use.

The electric 3CC can reach up to 180 miles on a single charge, Volvo says, farther than earlier electric vehicles because of improved battery technology. On top of that, the company said, the charge time has been reduced, the 3CC can reach a top speed of 85 mph and get from 0-60 mph in 10 seconds.

Ichiro Sugioka, chief science officer on the project, told MSNBC.com that the lithium ion batteries could be the breakthrough needed to revive electric vehicles, which had hit a wall with lead acid and nickel metal hydride batteries.

"The price is coming down so fast," he said of lithium ion, noting that while one cell costs about \$3.50 today, projections are just 30 cents by 2015.

**Transition to two-seater?**

Sugioka added that Volvo sees the 3CC as a way to get drivers to accept an even more radical concept from Volvo: a two-seater car that's nearly half as wide as a typical sedan.

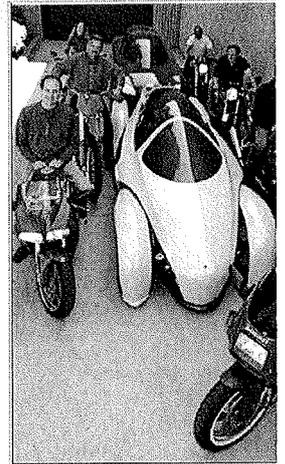
Volvo disclosed a few details about its Tandem vehicle earlier this year, saying it uses "50 percent less space than a current car without compromising Volvo's traditional safety standards." The two Tandems built so far are 51 and 57 inches wide.

Sugioka envisions a day when such cars will relieve congestion by allowing them to share road space, much like aircraft flying in formation.

"Once they get used to this," Sugioka said pointing to the 3CC, "the Tandem will be accepted."

What's not clear, though, is whether Volvo will ever put its corporate money where its creative mind is.

In its 3CC press release, the company emphasized that the car is "is a technological demonstrator and there are no current plans for production."



Volvo's Tandem prototype is surrounded at the company's research center in Car

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Cameras in the car, controls for alerts help keep an eye on the driver

By  
**Dan Carney**  
msnbc.com  
updated 10/8/2009 8:57:24 AM ET

The Department of Transportation's recent conference on distracted driving drew considerable attention to the hazard posed by talking on the phone and texting while driving. By the government's count, those activities were to blame for nearly 6,000 deaths last year.

That puts those actions on par with other forms of driver impairment, such as drunk driving and falling asleep at the wheel. While drunk driving attracts much more attention, drowsy driving causes more than 100,000 crashes every year, with 1,550 fatalities and 71,000 injuries.

All of these concerns fall under the umbrella of "impaired driving," a problem which carmakers are increasingly using technology to detect and counteract. Technology alone cannot solve this problem, but it can help, said David Champion, director of Consumer Reports' auto test department.

Some of the useful aids include hands-free Bluetooth phones that save the driver from searching for and picking up a phone, along with lane departure warning systems that notify the oblivious phone talker that he just left a lane and is about to sideswipe a tractor-trailer.

The real solution is to outlaw routine distracted driving and to make driving while phoning and texting socially unacceptable — the way drunk driving went from being a funny embarrassment to a criminal offense, Champion said.

"If you go back 30 years, people who drove drunk were thought of as just a good ol' boy," he said. "Now the one thing that would work is having punitive penalties for people who are in an accident while texting or taking on a cell phone."

But that will take time, and it will take even longer for drivers to change their behaviors. So the immediate solution is to build cars equipped to detect drivers who are impaired by whatever cause.

In some cases, the car's systems might directly observe the driver, studying the face and eyes for indications of fatigue, distraction or inebriation. They might employ sensors that detect the presence of alcohol. Or they can simply observe the driver's behavior, as the rest of us frequently do, to see if the car drifts out of its lane or is slow to react to situations, such as stopped traffic ahead.

No production vehicles yet detect drivers who are texting or drunk, but already some of them can detect symptoms of those conditions. The 2010 Toyota Prius and Lexus LS 600h, for example, features the advanced Pre-Collision System with Driver Attention Monitor.

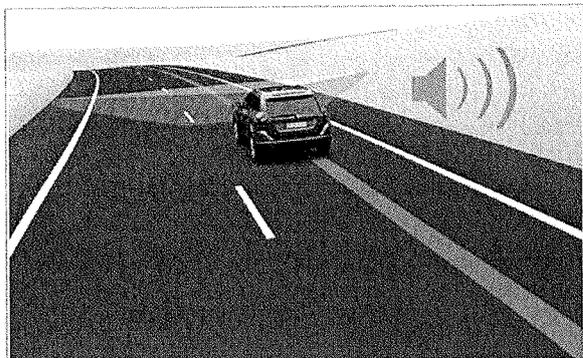
The system uses radar to watch ahead for stopped cars and if it sees through its infrared driver monitoring camera that the driver isn't looking forward, as would be the case when reading or writing a text message, it sounds a warning, flashes a red light and tugs on the driver's seatbelt.

The Toyota/Lexus system doesn't take action just because the driver isn't looking at the road, as a more proactive, anti-texting device might. But it does issue a warning if an obstacle appears ahead and the computer thinks the driver hasn't noticed. On the Prius, it's part of a \$4,500 "advanced technology" add-on option.

The 2010 Mercedes E-Class sedan debuts the company's Attention Assist system which detects a drowsy driver and sounds an alert before the driver reaches the dangerous "microsleep" phase, where they drift in and out of sleep. The car detects fatigue by noticing when the driver has trouble steering a precise course in the lane, making minor steering errors that are often corrected abruptly.

Mercedes developed Attention Assist through an in-depth analysis of 550 drivers to produce a reliable alert when drowsy driving is detected. The research identified 70 steering parameters the car's computer can monitor as clues to the driver's condition, such as the pattern of abrupt corrections. When it sees a problem, the car sounds an alert and displays a coffee mug icon on the instrument panel.

One would think that a drunk or distracted driver might exhibit similarly erratic steering problems as a sleepy driver, so it is possible that the Attention Assist system could also flag drivers impaired by those circumstances. But Mercedes is careful to point out that the system is not intended to serve as compensation for any driver impairment, only as an alert to the condition.



Volvo's Driver Alert Control system uses a camera that watches the road ahead and looks for inst lane.

Volvo offers the similar Volvo Driver Alert Control system (part of a \$1,700 "Technology Package" add-on) on the new XC60 crossover SUV. While the Mercedes system monitors movement of the steering wheel, Volvo's Driver Alert Control uses a camera that watches the road ahead and looks for instances of the car wandering in the lane, or even crossing out of the lane.

Volvo's Lane Departure Warning — a technology available now from many other manufacturers, too — issues an alert if the car appears in danger of leaving the lane, and Toyota's Automatic Lane Keeping, available on the Prius, actually applies a small amount of steering input to shepherd the car back toward the middle of the lane.

Additionally, Volvo is fielding a fleet of 100 test cars on the streets of Europe which have instruments with driver-observing cameras for a three-year test to learn as much as possible about driver behavior. This will be used to help refine systems, such as those that detect impaired drivers, which augment drivers' capabilities for safer driving.

Nissan, which aspires to cultivate a reputation for safety technology, is working on an anti-drunk driving technology in its labs that would clamp down on drivers who are impaired by alcohol.

In the prototype car there are alcohol sensors in the seats that sniff out alcohol on the breath like a suspicious spouse. If the inebriated driver ignores the resulting dashboard warning alert and attempts to shift the car out of park, an alcohol sensor in the shifter tests the driver's skin and locks the car in park if the driver fails the test.

Should a drunk nevertheless succeed in driving, or drink while already underway, the computer watches the driver's face for signs of impairment.

Frequently closing the eyes elicits a warning that the driver is in danger of falling asleep. The car cannot respond with a bracing slap of the face, but the car does yank on the seatbelt to jerk the driver to attention.

If the car wanders in the lane, Nissan's prototype does not mince words, telling the driver "You have become negligent. Please stop your car in a safe place," while repeatedly yanking on the seatbelt until the driver complies.

That might be the best technology we can muster, at least until someone designs a device to shake those on the road until they learn to stop driving while distracted, no matter in what form.

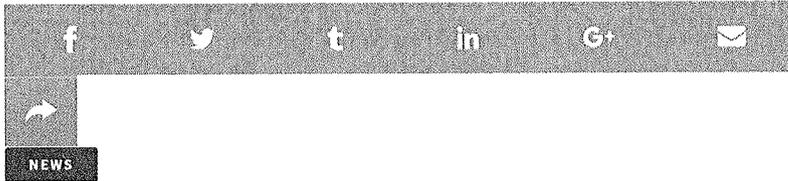
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# NEWS THE CULT OF THE ENTREPRENEUR

BY NEWSWEEK STAFF ON 5/28/00 AT 8:00 PM



As you schlep to work every day, contemplating your boss's weaknesses (better his than yours), it's easy to drift into the latest American Daydream. We're all doing it, aren't we? The details may be sketchy, but the drift is clear: a new Internet business, lots of money and long stretches of vacation interrupted by short spurts of work. The only problem: you don't know exactly what your new business will do. You still haven't had that million-dollar epiphany. But judging by businesses already online, you're over-thinking it. The number of opportunities and amount of wealth created by the Net allow for business plans that rival screenplays for sheer excitement.

You can find inspiration for a new business just about anywhere. Mike Dillon and Jeff Fitzsimmons found it in rotten potatoes. The duo sells the Bonsai Potato Kit: Zen Without the Wait, which teaches you how to lovingly grow sprouts from an old potato (you provide the potato). For \$15.99 you get a 64-page pamphlet detailing the process, a pot and "geoparticulate support medium" (gravel). Says the 31-year-old Fitzsimmons: "We're just selling the idea of rotten potatoes over the Net." Since their company started the business in 1998, they've racked up \$350,000 in sales.

David Bruce, 28, found his inspiration in the dented rear end of a Volvo. He hit the Volvo with his Mountaineer nearly two years ago. With a citation in hand, he had two equally painful options: increased insurance rates or defensive-driving school. The school was marginally less disagreeable, so he went online in search of Web sites offering remedial courses. He found none in his home state of Texas, and thus his idea was born. Launched in February, defensivedriver.com offers a six-hour course with 3-D interactive graphics and animation that takes a driver back through the basics and then tests what he's learned. A former real-estate executive, Bruce poured all his money into the business and hopes to turn a profit within a few months and, ultimately, go national. Roughly 8,000 people have taken the \$40, state-sanctioned course so far. Given that 3 million lousy drivers get cited every year in Texas, it's a growth business.

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Steve Colby, 49, took his inspiration from plastic lawn flamingos, which he now sells online along with other tacky gewgaws like Tiki mugs and plastic dashboard hula dancers. He used to run a store--Off the Deep End--in Frederick, Maryland, which he abandoned last September when his Net store of the same name started outselling

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The form the backbone of the U.S. economy. Dillon, Fitzsimmons, Bruce, Colby--they are the Horatio Algers of the Age of the Internet, the dot-comers for whom all business dreams are possible, even if they involve potatoes. The low cost of computers and communications has created a worldwide medium and given midlevel managers the chance to go it alone and kick the legs out from the corporate ladder. At the same time, Mom and Pop can go global--all from the comfort of their easy chairs. Never before has there been so much money available to bankroll good ideas. Wall Street's long love affair with e-business minted so much wealth that the Internet has done for business what Michael Jordan did for basketball and Tiger Woods for golf: made it a mass spectator sport. Rick Oliver, a professor at Vanderbilt University's Owen Graduate School of Management, calls the availability of start-up funds an unprecedented "democratization of capital." Says Oliver, who himself is bagging his academic job and starting an M.B.A. program on the Net: "This is an entrepreneurial renaissance."

The pages that follow in this NEWSWEEK Special Report shed light on the digital renaissance that has produced a surge of entrepreneurship unrivaled in American history. They detail the dos and don'ts of the Internet game. People are changing their businesses along every step of the supply chain.

This Special Report looks at the new shape of opportunity today, whether you're a one-man shop trying to look bigger than you are or a bigger business trying to figure out which B2B to be. Gauge your entrepreneurial pluck with our quiz and take some tips on how to pitch a venture capitalist from one who discovered Yahoo.

The potential of the Internet is great enough to allow for businesses that would never have started during the brick-and-mortar rules of yesteryear. Darin Hayes, a former advertising executive from Coeur d'Alene, Idaho, left his job and joined up with one of his former frat brothers to start uglies.com, a site devoted to the sale of "no wedgie" boxer shorts made from mismatched fabrics. The boxers are, as the company's motto explains, "so ugly she'll beg you to take 'em off." Leveraging their assets as bad dressers, Hayes and his partner started the business in 1998 with so little money--"we lived on credit cards and girlfriends," says Hayes--they couldn't afford the \$20,000 it would cost them to set up a booth at an apparel trade show. So they scraped together \$6,000 to start their site. "We looked at the most cost-effective way for us to test this business idea without losing our shorts," Hayes says.

In uglies.com, the beauty of the Internet is obvious. The company has expanded its customer base beyond the United States to 15 countries, including Malaysia. It has no "channel conflict" with retail storefronts (there are no retailers). It can produce a product one day and sell it the next. Finally, there are no middlemen to skim profits. Though the partners don't expect to be profitable until 2001, the company has sold \$200,000 in underwear since it opened two years ago. Hayes doesn't blink when he says he's gunning for "world domination--at least a broad marketplace--something a storefront could never do."

Still, the breath of fresh opportunity smacks of enough mythology to make Zeus, atop Mount Olympus (or at least the gift shop), roll his eyes. So many small businesses hope to be The Next Amazon.com of Whatever. Unfortunately, after recent routs in technology stocks, Amazon may have a hard time still being Amazon in the future; it's been an unstable market so far this year. At this point the only high-tech companies

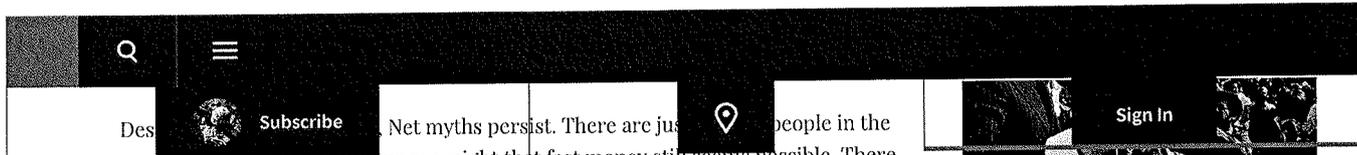
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Des... Net myths persist. There are just... people in the world who have made millions overnight that fast money still seems possible. There are just enough teens in black T shirts who have hit the jackpot to make you think all their twitchy fingers have a golden touch. There are just enough of these exceptions, in other words, to make them seem like rules. Sure, the Net's low cost may level the playing field between your small shop and big businesses, but your competitors have the deep pockets for expensive free agents while you are still sponsored by the guys at Joe's Pizza.

Just getting your Web site off the ground is hard enough. Anders Brandi found it more difficult than strapping himself to the wing of a rickety biplane, hanging upside down by his ankles and hurtling toward earth at breakneck speeds. Brandi, who performs his wing-walking routine at air shows, works by day as a contractor specializing in remodeling homes. Living in Half Moon Bay, California, one of the San Francisco Bay Area's countless dot-communities, the 34-year-old didn't need to go far to put both of his businesses online two years ago. Two local ladies were building Web sites for \$100 and hosting them for \$25 a month.

Then came a protracted nose dive that Brandi still hasn't pulled out of. The company that hosted his two sites was supposed to supply various search engines with the names and addresses of his sites so Web surfers could easily find him. But it didn't happen; searching the directories, Brandi could barely find himself. Soon his hosting service shuttered its business because it wasn't making enough money. Brandi's contracting site went down with it. But he continued with his "aerobatics" site (wingwalker.com). After a series of mishaps with the designer and hosting service, Brandi paid a company \$150 to spread word of his site to 900 others around the Web, but all he got was junk e-mail. And he still doesn't know how to update the online schedule of his appearances, which hasn't been revised in a year. "Everybody tells me you've got to have a Web site," he says. "I laugh."

Some have learned the hard way that ditching your Old Economy company to bask in New Economy riches is a myth. Jeff Schatz doesn't have any illusions that he can quit his day job as creative director of an ad agency in Columbus, Ohio. Last year the 45-year-old set up [hotsauceheaven.com](http://hotsauceheaven.com) to push taste-bud-burning sauces, which have names like Smack My A-- and Call Me Sally. To set up a mall kiosk would have cost Schatz more than \$1,000, compared with the \$124 per month he spends on his homespun site. Costs are low for him because his inventory is in the basement and his employees happen to be his wife and two daughters. Last year's revenue totaled \$20,000; almost half that was profit--enough for a family vacation in the Caribbean. "It's a lot of work with not a lot of return, so it has to be a labor of love," says Schatz. "We'll never get rich selling hot sauce."

So many online merchants underestimate the difficulty in luring customers. For years Natasha Becker of San Mateo, California, has been pushing her grandmother's secret recipe for Russian sherry tea cakes at a local farmers market and gourmet groceries. Goaded by the e-hype, she decided to sell them online, hoping she'd have to fill five to 10 cyberorders a day. She paid a company \$5,000 that was supposed to help her set up, advertise and maintain her site. But, she figures, after two paltry days of training that glossed over the importance and expense of advertising, she got ripped off. She doled out an additional \$1,500 for another contractor to finish what the first company started. But her Web sales are flat. At best she gets three orders per week. Having refinanced her house, she's already dipping into her \$2,000 emergency fund. She admits that she fell prey to a myth: "I didn't know that if you built it, they

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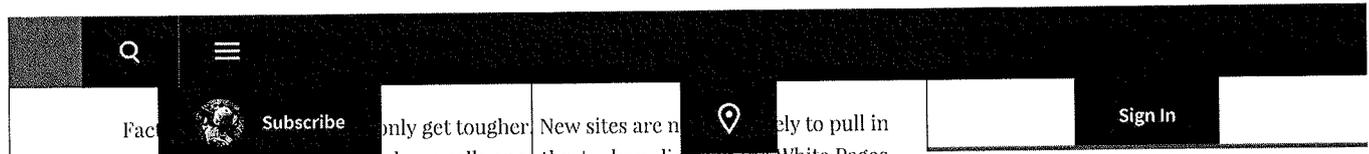
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Fact: Only get tougher: New sites are n...ely to pull in visitors than they are to get phone calls once they've been listed in the White Pages. There are an estimated 12 million other Web sites out there to distract people. To make matters worse, the domain-name-registry service Network Solutions is adding a new dot-com every five seconds. And, even corporate big boys would have a hard time coughing up the kind of money Priceline has to fork over to get Captain Kirk on our TV sets. The potential audience may be huge, but the actual audience is often minuscule. For that reason, says Bruce Phillips, director of the Office of Economic Research at the Small Business Administration, "the Internet is a double-edged sword."

All these myths conspire to create the megamyth that there are New Rules for the New Economy. Make no mistake: Old Rules still apply. Bad service digitally delivered, for example, remains bad service. Just ask customers of Toys "R" Us, whose inability to fulfill orders stranded Santa for weeks last holiday season. And if you think there's no opportunity to improve on that, just try sending an e-mail to a business; the response time will make telephone hold times appear to have the brevity of a wink. Andrew Beebe, CEO of Bigstep.com, which has helped 70,000 small businesses go online through its soup-to-nuts service that manages Web offerings, prescribes a simple solution of winning customer loyalty by delivering good service. "Small businesses win by doing what they do well offline, which is creating relationships." So many Net retailers, who pumped all their millions into advertising to attract hordes of people online, skimped on customer service and treated them like cattle once they arrived. Forget about location, says Beebe--the rule for online success is still "relationship, relationship, relationship."

One of the Net's best ways to make money is to save it. By digitizing everything in sight, you save more than paper, posting and printing costs. Human-resources manuals, health plans, procurement, electronic invoicing and all those other fuzzy business processes can save a tremendous amount of time, which, even in the screwy Internet economy, still equals money. The efficiencies of cyberspace are one reason that chemical companies and automakers are banding together to create business-to-business "exchanges" that simplify and speed up the process of dealing with their array of suppliers. The negotiation between buyers and sellers, whose bids literally move at the speed of light, allows for more back-and-forth talks and lowers prices as a result, says Wally Bock, a small-business consultant and author. He argues that, simply by listing store hours and directions to your brick-and-mortar digs online, you've solved the most frequently asked questions of mom-and-pop shops. Adds Bock: "The best way to have an impact on the bottom line for 95 percent of the businesses out there is to look for ways to save money."

Freda Greenbaum, the owner of a small chain of clothing stores called A Nose for Clothes, has the right idea. The Miami resident set up anoseforclothes.com in 1998. The potential for cost savings has already justified her \$2,500 initial outlay. Off-line, Greenbaum mails her customers store promotions six times a year. Postage alone costs her \$8,000 each time. But online, she can e-mail a growing number of her customers within 20 minutes. She also communicates with her vendors clickety-split, making purchasing decisions from their Web sites. Originally, Greenbaum was caught up in the fever to sell online. But she doesn't fret about the commerce craze anymore, and she doesn't want to rush into it prematurely. "I can still have an Internet presence enhancing the areas of my business that I'm very good at: customer service and communicating with my vendors. I don't feel it will make me money, but



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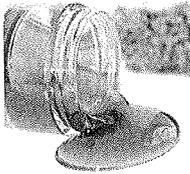
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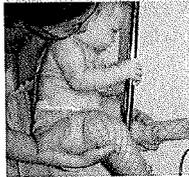
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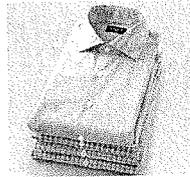
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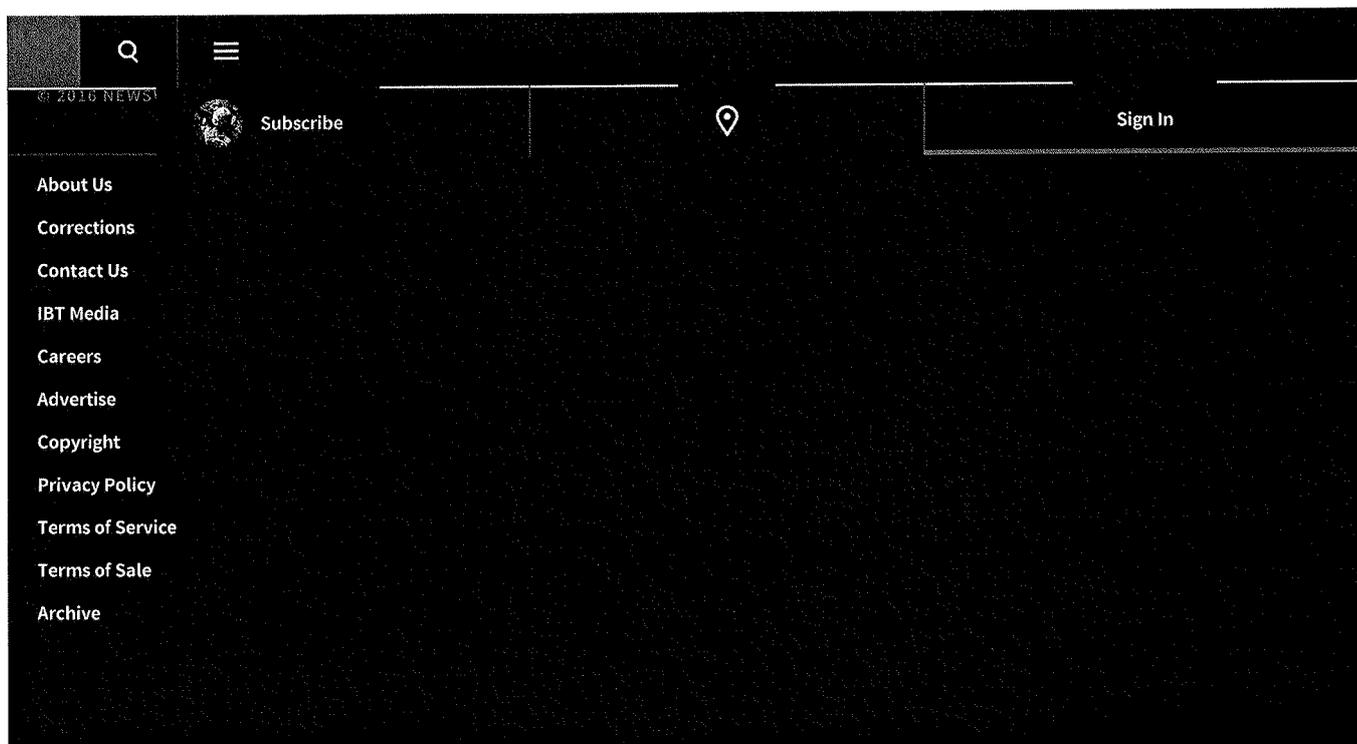
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# TECHNOLOGY: CARS OF THE FUTURE

BY BRIAN BRAIKER ON 4/16/08 AT 8:00 PM

TECH & SCIENCE

Tom and Ray Magliozzi like to joke that they have faces for radio. Now you'll get to judge for yourself. The hosts of NPR's wildly successful "Car Talk"—better known to many of their 4 million weekly listeners as Click and Clack, the Tappet Brothers—will be making their small-screen debut in "Car of the Future," an Earth Day episode of "Nova" on PBS. Then, in July, PBS will begin airing "As the Wrench Turns," an animated series loosely based on the lives of the brothers and the off-the-cuff banter that has been the hallmark of their show for more than three decades.

In "Car of the Future" Ray decides it's time for Tom to junk his sputtering 1952 MG Roadster. Armed with alarming statistics—that a quarter of the oil ever consumed was pumped in the last decade; that placed bumper to bumper, the earth's 800 million cars would circle the planet 100 times—they go in search of a suitable replacement. The brothers crack wise at the Detroit Auto Show and the corollary underground AltWheels festival in Boston. They ride, and help refuel, a hydrogen-powered bus in Iceland. They visit automotive engineers at universities and think tanks, all in the interest of finding something—anything—that might help Americans break free from Big Oil's tight grip. If the underlying message is grim, Click and Clack provide a dose of humor, curiosity and good nature. It's essential if inconvenient viewing (apologies to Al Gore).

NEWSWEEK's Brian Braiker and Arlyn Tobias Gajilan recently spoke with Tom and Ray Magliozzi after the "Nova" and PBS shows were announced at a press briefing in New York. Excerpts:

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**NEWSWEEK:** When you were growing up, what was your vision of the car of the future?

**Ray Magliozzi:** I was a real nerd growing up. I read Popular Science and Scientific American. And I was ticked off because those bums promised that within 30 years you could safely drive the car of the future with no hands or feet, and that you could watch television and interact with your kids. It's been a lot more than 30 years since I read that, and not much of that has happened. Your kids can watch a DVD, but you still have to drive the car yourself.

**What did you see, in the course of filming the special, that excited you the most?**

**Tom Magliozzi:** Nothing. There was nothing quite different, and it was just more of

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NEWSWEEK just interviewed him. He's working on water purifiers and robotic arms right now.

**Ray:** *[Laughs]* Tell him to call me. Because I gotta say, as exciting as the technology behind the Segway was, it was a pretty big disappointment. From him I kind of expected the car of the future: the car where you throw banana peels in, close the lid and convert the stuff into hydrogen right on the spot. I guess the most promising thing is the hybrid and the plug-in hybrid.

**You said in the press briefing this morning, "Get a Prius." That's as close to an endorsement as we've ever heard out of you guys.**

**Ray:** It's probably as close as you're going to get, [because] even it has its shortcomings. Technologically it's a complex little car. I think when these cars get old, people who buy them secondhand are going to be disappointed at the size of the repair bills. Not to mention the cost of replacing the batteries.

**What do you think is going to be the most problematic thing for the Prius?**

**Ray:** It turns out the steering on that car is pretty complex ... Are they going to figure it out and refine it and simplify it? Yeah. Does that mean we shouldn't pursue these cars because they're complex? No. They just have to figure out how to do it. And we just have to figure out how to fix the stupid things. *[Laughs]*

**A lot of the interesting innovations highlighted in your special were not coming out of Detroit. They were from think tanks and independent car manufacturers. Will their ideas trickle up?**

**Ray:** I wouldn't be surprised if [Detroit was] drawing on outsiders, because there's too much new technology that has to come in the next five to 10 years.

**Tom:** It's not going to come from [the big automakers] until it's proven somewhere else.

**You guys wrote a letter to Congress about the energy bill that included a list of technology that could improve engines.**

**Ray:** We cited seven or eight or 10 technologies that already exist. The question is whether Congress should force automakers to have cars get 35 miles to the gallon by 2020. And of course all the Detroit guys said, "Oh no, that can't be done!" In the past when they've been asked to do something like that, whether it's to improve safety, they always say, "We can't do it. People won't be able to afford the cars. It'll put us out of business. We'll all be driving tricycles." In every case their predictions have been so wrong it's unbelievable.

**Tom:** They lie!

**Ray:** And they have a vested interest in keeping the status quo. They know how to make money with what they're making, and they don't necessarily know how to make money with new technologies. And they don't want stuff foisted on them.

**What types of technology did you recommend in the documentary?**

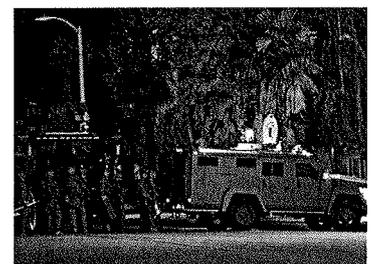
**Ray:** We cited start-stop technology, which makes your engine stop when you're at a traffic light, regenerative braking, cylinder deactivation, turbos, diesels, direct-injection gasoline vehicles, hybrid diesels, lightweight materials. Our vehicles weigh 6,000 pounds. It's preposterous! All of these technologies are out there right now. Is

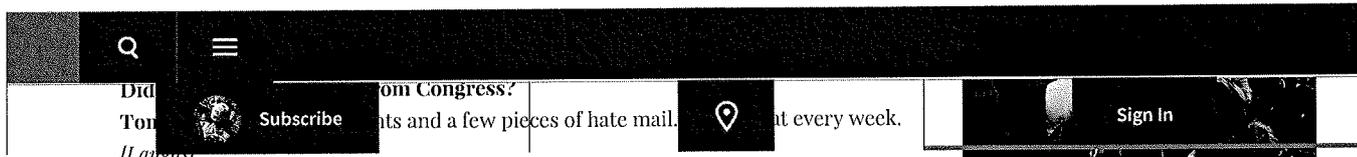
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Did Tom write letters to Congress? ... and a few pieces of hate mail. ... at every week.

Ray: It's usually directed at Tom! Because of the way he looks. *[Laughs]*

**You guys started as a call-in show for people with busted cars. Now you're writing letters to Congress, trying to effect policy change. How do you feel about becoming activists?**

Ray: We're not activists.

Tom: We call a spade a spade. If they happen to be senators and they're jerks, we tell 'em they're jerks. They need someone to tell them they're jerks.

Ray: I don't think anyone can really argue the fact, although there will be plenty of people who try, that it will be beneficial for everyone if all of our vehicles get better mileage. If scaling down the size of the vehicles is what does it, that's clearly what we should do first. There are some people who argue that the best way to do that is to let the marketplace take over. I think it's a combination. People will make decisions based on what makes sense for their pocketbooks. At the same time I think they need a little prodding. It was about time we said something, because we felt very strongly about it.

**Do we need 200-horsepower cars?**

Ray: No, we don't. But if we're going to differentiate this year's model from last year, what do the ads say? "Twenty-five more horsepower this year." The newest Volvo, which is a six-cylinder, gets better mileage than the previous five-cylinder. They made some great breakthroughs, and they could have taken that and they could have diminished the power a little and used that technology to get even more miles to the gallon. But the automakers use that new technology to get more power instead of more economy. They'll rethink that a little.

Tom: Now, it's sad that the foreign companies have taken on the same things. They know they have to compete with General Motors, and the only way they can do that is to have one that goes fast.

**You're fortunate enough to live in a city with a decent public transportation system. Do you take advantage of that?**

Tom: I walk.

Ray: I ride my bicycle a lot when the weather's nice. I probably drive more than I should.

**How many cars do you own?**

Ray: I own three cars. One I never see because my son borrowed it a year and a half ago.

Tom: I don't own any.

**But what about the Dart you always mention on the show?**

Tom: The Dart was totaled by a truck many years ago. I sort of have access to a 1973 Fiat Spider. Nice car. But it won't start. *[Laughs]*

**When I saw the title for this special, "Nova: The Car of the Future," I thought it was an ad for a Chevy Nova.**

## How Jerry Brown Quietly Pulled California Back From The Brink

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[See why Ford is veering closer to a bailout.]

Would anybody buy one of these beleaguered automakers? Actually, yes. In fact, it could be a key opportunity for a foreign company hoping to enter the U.S. market. "Buying one of these companies sounds attractive," says analyst Tim Dunne of J.D. Power & Associates, who specializes in the Asian car industry. "You get an established brand, access to distribution networks in the United States, access to vehicle platforms and technologies, and maybe an assembly plant or two." He adds that it's a lousy time to make such a big purchase. But if the offering price falls to fire-sale levels, a deal could look too good to pass up.

Here's who might have the wherewithal and motivation to buy a car company:

**Chery.** China's biggest car company already exports cars to a number of developing nations, and has said it wants to sell Chinese-made cars in the United States. Industry reports suggest Chery is interested in buying Volvo, as a way to crack into the developed world and gain access to top technology.

[See the 12 most important cars of 2009.]

**SAIC.** This Chinese automaker, otherwise known as Shanghai Automotive Industry Corp., is owned by the municipal government of Shanghai, and it already has longstanding partnerships with GM and Volkswagen. "If there were to be a Chinese buyer," says Dunne, "SAIC and Chery probably have access to the most financing and government support." The sale of American assets to Chinese firms has been controversial before, and it probably would be again. But China already buys trillions of dollars worth of U.S. government securities, and if it were to buy an American automotive nameplate it might even lower Washington's bailout costs.

**Grupo Salinas.** This Mexican conglomerate already sells home-grown cars and motorcycles, which its banking arm helps finance. "They've got a strong retail and financial footprint," says Craig Cather, CEO of automotive consulting firm CSM Worldwide. "They could finance a deal." The catch is that Grupo Salinas mainly sells in Latin America, where cars produced in high-cost U.S. factories would probably be too expensive. So any deal would have to be a tremendous bargain.

[See 4 myths from this year's Detroit auto show.]

**Toyota and Volkswagen.** Virtually every car company is hurting, but these two biggies could still muster the cash to make a purchase, at the right price. Asian and European automakers, however, tend to prefer investments close to their home turf. And adding a troubled competitor to the portfolio could compound the challenge of digging out from a tough recession.

**Nissan-Renault.** The company is already a Japanese-French hybrid, and CEO Carlos Ghosn has indicated that Nissan wouldn't mind adding a third leg to the proverbial stool - namely, a partner in Detroit. Chrysler and Nissan already have ties, but Ghosn has dismissed an all-out purchase of Chrysler as too expensive. With bankruptcy seeming increasingly likely, however, Chrysler's perceived value is probably falling. A threshold moment might be approaching when Nissan decides to jump. (And it might be after a bankruptcy filing, not before.)

**Saturn lovers.** Apparently there are a few. When GM officially announced that it intended to offload the struggling brand, Jill Lajdziak, the GM exec in charge of Saturn, sent a letter to 1.5 million customers suggesting that Saturn might continue to operate as an independent company. But somebody would have to buy it first. A group of dealers or other investors could band together and make a bid, or another well-heeled buyer might surface. No reasonable offers refused.

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Rick Newman is the author of *Rebounders: How Winners Pivot From Setback to Success* and the co-author of two other books. Follow him on Twitter or e-mail him at [rnewman@usnews.com](mailto:rnewman@usnews.com).



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## Bush, Kerry Buses Not Made in U.S.A.

Published May 05, 2004

Associated Press

President Bush rode across Ohio on Tuesday in a bus emblazoned, "Yes, America can."

Turns out the bus was made in Canada.

So was the "Real Deal Express" that Democrat John Kerry rode earlier in the year.

Both were made by **Prevost Car** (search), which is owned by the **Swedish Volvo Bus Corp.** (search) and Britain's **Henly's Group PLC** (search). Its manufacturing facility is in St. Claire, Quebec.

Bush campaign spokesman Scott Stanzel defended the president's use of a foreign-made bus and said many of the components on the red-white-and-blue coaches, along with their engines and tires, are American-made.

"As President Bush says, 'economic isolationism' would derail our recovery and kill jobs," Stanzel said.

Bush has defended his free-trade policies against Democratic criticism and says those who favor restrictions on imports are "economic isolationists."

Foreign-made vehicles are a touchy topic in the job-strapped industrial Midwest — states like Michigan and Ohio, which Bush toured on Monday and Tuesday.

"The problem isn't the bus he's riding on. It's the failed economic policies he's driving," said Phil Singer, a Kerry spokesman.

But while Kerry's campaign was all too happy to talk about the Bush bus, it became tightlipped on the subject of Kerry's bus rental. Telephone messages left by The Associated Press seeking comment were not immediately returned.

An itemized disbursement report Kerry's campaign filed with the Federal Election Commission showed a payment of \$3,364.20 in February to "Cleve Southeast" of Bedford, Ohio, which leased the bus to the campaign.

A check of the Cleveland Southeastern Trails Web site showed a motorcoach similar in appearance to photographs of one of Kerry's "Real Deal Express" buses. The Web site identified the bus as being made by Prevost.

Bush campaign spokesman Steve Schmidt it was another example of Kerry's waffling.

"The here is once again John Kerry's campaign saying one thing and doing another. They have launched a political attack while they themselves chartered the same exact bus," said campaign spokesman Steve Schmidt. "There is nothing wrong with the bus, but there is something wrong with the Kerry campaign's hypocrisy."

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## European Carmakers Launch Assault on U.S. SUV Market

Published January 10, 2002

Reuters

DETROIT – European automakers pulled the wraps off a wide range of high-end sport utility vehicles and models that blend traits at the Detroit auto show this week, targeting their next assault on the lucrative U.S. market.

Volvo, the Swedish unit of Ford Motor Co., Germany's Volkswagen AG and General Motors Corp.'s Saab unit all unveiled sport utility vehicles or so-called crossovers, while others, including sports-car maker Porsche AG, have rival products in the pipeline.

The Big Three U.S. carmakers, General Motors, Ford and the Chrysler unit of DaimlerChrysler AG, are struggling to make money amid an onslaught from foreign carmakers, and many analysts think the Europeans could compound the problems of U.S. companies already under fire from Asia.

In recent years European carmakers, including those owned by Ford and GM, have built up their share of the world's biggest auto market to about 8 percent mainly by tapping into luxury car demand. Americans bought 17.1 million cars and light trucks last year, the second-highest year on record.

Global Marketing Information firm J.D. Power & Associates estimates the European share could rise to 10 percent to 11 percent in the next five years, with the Europeans denting sales of the Big Three and the Asians alike.

The huge success of sport utility vehicles launched in the United States by the Mercedes-Benz unit of DaimlerChrysler AG and more spectacularly by BMW AG in the form of the X5 have drawn attention to the potential of the 3 million unit per year U.S. SUV market.

"I think they are well positioned to increase their market share in the U.S., and I think they will do so mainly by going into the SUV and crossover market," said Bernd Gottshalk, head of the German auto association VDA.

A recent KPMG study found that auto executives envisaged a 40 percent increase in U.S. market share for SUVs in the next five years, and 58 percent growth in crossover vehicles. So-called crossover vehicles are those that blend the traits of an SUV and other vehicles such as station wagons.

### QUALITY, SAFETY ARE KEY

Analysts say that with pressure from Asian rivals in the volume market, the Europeans will need to offer products that reaffirm the premium or luxury status that has worked for them in the past.

European automakers will also aim to trade on their reputation for good safety and quality which is an increasingly important factor for U.S. consumers, who were worried by the crash deaths linked to Firestone tires on Ford vehicles.

No company can hope to benefit from that more than Volvo, which debuted its flagship SUV, the XC90, at the Detroit show. Due to come to the U.S. market in the second half of the year with expected annual sales of around 35,000, the vehicle could pose a threat to both U.S. and Asian makers, say analysts.

"Volvo has come up with a very well made product, and I think it will do well here.... Safety is what the Volvo brand is all about, and that bodes well for the product," said Jeff Schuster, director of North American forecasting for J.D. Power.

Land Rover's new Range Rover, which was also unveiled in Detroit, will be available in North America from summer 2003. Analysts said it had some German hallmarks, but with a price tag around \$70,000, some thought sales would be slow. The company is now owned by Ford after BMW sold it in 2000.

VW, determined not to be left off out, launches its Touareg SUV later in the year. At the show it displayed a "Magellan" crossover vehicle, which some analysts see as an even greater opportunity. The company is still considering building the mini-bus Minivan it unveiled last year.

GM-owned Saab of Sweden also showed a concept crossover vehicle in its 9X series, expected to go into production.

Other upcoming products include Porsche's Cayenne SUV in the second half of the year, and BMW is working on a small version of its successful X5, to be called the X3.

NEW DEMAND?

Some analysts wonder if there is room for so many new European SUVs and crossovers in the U.S. market.

"The Europeans have realized that there is a big and important market in SUVs in the U.S., and they are right to move into it, but there will be limits to how much that market will grow," said one analyst.

The good news for the Big Three is that the Europeans will pose as much competition to Asian carmakers, especially the more upmarket brands such as Lexus, as they will to U.S. players.

Porsche Chief Executive Wendeline Wiedeking said the Europeans would have to create new demand as well as take market share away from U.S. players and Asian companies.

"We will probably hit some of the Asians, but the U.S. market is big enough for (the European automakers) to be successful as long as they have good products," he said.

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## BMW Sedan Performs Worst in Side-Impact Crash Test

Published August 16, 2007

Associated Press

DETROIT – The 2008 **BMW 5 Series** was the worst performer in new side-impact crash tests of luxury sedans by the insurance industry.

The **Acura RL**, **Kia Amanti** and **Volvo S80** all earned the highest safety rating from the Insurance Institute for Highway Safety, according to results released Thursday. The Cadillac STS and **Mercedes E-Class** earned the second-highest rating.

The tests were designed to show what would happen if a truck or sport utility vehicle hit the side of the sedan at 31 mph, the speed of a serious crash. Side-impact crashes are the most common type of fatal crash after a frontal crash, killing around 9,000 people on U.S. roadways in 2005, the institute said.

"Growing sales of SUVs and pickups have exacerbated height mismatches among passenger vehicles, thereby increasing the risks to occupants of many vehicles struck in the side," Insurance Institute President Adrian Lund said in a news release.

All six sedans were equipped with standard side air bags. The air bags in the BMW 5 Series protected the head, but separate air bags designed to protect the chest and abdomen performed poorly, the institute said.

BMW spokesman Thomas Plucinsky said the institute's test indicated the 5 Series has a strong body structure but the dummy was injured when it was hit by the arm rest. Plucinsky said BMW does up to 12 crash tests on all its cars as well as computer simulations of crashes.

"The issue is that depending on the location of seat, the location of dummy, the location of the sled, the results could change," he said. "This was one test on one day on one car."

The Kia Amanti was one of the lowest priced sedans in the group, with a starting price of around \$25,500, but it offered greater protection than more expensive entries. The BMW 5 Series starts at \$43,500, while the Mercedes E-Class starts at \$50,550, according to automotive research site Edmunds.com.

"The Amanti shows that you don't have to buy an expensive car to get good protection in crashes with SUVs and pickups," Lund said.

The Volvo S80 also won the institute's top safety award for overall crash protection, since it got the highest ratings in front, side and rear crash tests and has electronic stability control as standard equipment. Stability control helps prevent rollovers. The 2007 Volvo S80 starts at \$47,350, according to Edmunds.

All of the sedans tested were 2007 models except the 5 Series, which was redesigned for 2008, institute spokesman Russ Rader said.

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## Some Warning Lights You Can Ignore -- and Some You Can't

Published January 18, 2006

FoxNews.com

Suppose you owned a 1998 Volvo that was in good shape except for a service warning light that stayed on no matter how often your mechanic serviced the car and re-set the light. Would you ignore the "warning" and keep driving it? I have, and that car has performed just fine for tens of thousands of miles. Steady, reliable and waiting to become our teen-aged daughter's first vehicle.

The U.S. economy reminds me a lot of my serviceable Volvo: it keeps on going even when the warning lights come on. What are some warnings in the economy that we tend to ignore? How about this short list:

1. Warning: Consumer credit contracted for the second month in a row in November.
2. Warning: Home sales are turning down.
3. Warning: The yield curve inverted in December.

The economic dashboard has other flashing lights, but these should be enough to think about right now. The first warning light poses the question that, until recently, was more theoretical than real: "Since consumer spending accounts for more than two-thirds of the U.S. economy, what will happen if consumers don't spend as much?"

With recent numbers reported by the **Federal Reserve**, it looks as if we're about to learn the answer to that question. Consumer *borrowing* fell in November for the second straight month. The last back-to-back decline was more than 13 years ago. Since wage growth fell below the inflation rate over the past year (in fact, today's **Labor Department** numbers show that real earnings have declined 0.4 percent from a year earlier), we consumers made up the difference by borrowing money so that we could keep on spending. But two months of reduced borrowing may translate into reduced consumer spending, which could slow down the economy.

At least one economist isn't too worried, though. Mark Zandi, co-founder of **Economy.com**, told the Associated Press that "people are still using the equity in their homes to finance spending."

But that argument makes warning light No. 2 (home sales heading down) even more important. Existing home sales were down 1.7% in November compared with October 2005, according to the National Association of Realtors. Just as telling, inventories climbed: there's now a 5-month supply of existing homes for sale. That number represents a steady increase from a low of 3.8 months last January 2005.

Last year, it was easier to borrow against our homes, because they were generally rising in value. This year homes aren't selling as fast, which eventually will cause prices to go down in an effort to sell them, and interest rates are much higher, too – neither of which bodes well for continued borrowing against homes. Here's how **Robert Prechter** describes the psychology behind falling sales in his business bestseller, *Conquer the Crash*:

*In the initial stages, sellers cling to an illusion about what their property is really worth. They keep a high list price on their house, reflecting what it was worth last year. This stubbornness leads to a drop in sales volume. At some point, a few owners cave in and sell at much lower prices. Then others are forced to drop their prices, too. What is the potential buyer's psychology at that point? "Well, gee, property prices have been coming down. Why should I rush? I'll wait till they come down further." The further they come down, the more the buyer wants to wait. It's a downward spiral.*

And then we've got that pesky No. 3 warning light of the inverted yield curve that came on in late December – the kind of warning that says, Watch out, recession ahead! Sure, that light went out just as quickly as it came on, but some warning lights are more important than others if you know how to read them.

Most economists want us to ignore that warning sign, saying, "things are different now, and yield curve inversions don't always lead to recessions." Yes, but ... our analysts at Elliott Wave International have noticed a strong correlation that weighs against this accepted wisdom: "It's not the inversion *per se* that is bearish for the economy, but the inversion *relative to market expectations*. Near-record levels of investor optimism and an inverted yield curve are a lethal combination that has a perfect record of anticipating recessions and stock market declines." As I mentioned in a previous column, sentiment indicators show more optimism than ever right now.

So, here we all are barreling down the highway in our safe and sound economy, thinking optimistic thoughts. There's only one problem – every once and a while, those warning service lights really do mean something. For instance, a few weeks ago, I got in my car, turned the key, and it wouldn't start. Turned out it wasn't the battery. This time, our mechanic figured out that a sensor had gone haywire and prevented the gas from getting to the starter. This time, the service light actually meant something, but I didn't know it.

We may run into the same problem with our economy this year if we keep ignoring warning signs, just because the 2005 U.S. economy drove fine. In fact, we were happy to help it along by borrowing money to pay for the gas to keep it running. But our complacency might soon turn to bewilderment if our 2006 U.S. economy model just stops dead some day when we need to get to work. The question is, will we be able to get it started again?

*Susan C. Walker writes for [Elliott Wave International](#), a market forecasting and technical analysis company. She has been an associate editor with [Inc. magazine](#), a newspaper writer and editor, an investor relations executive and a speechwriter for the Federal Reserve Bank of Atlanta's president. She is a graduate of Stanford University. For more information on Bob Prechter's book, [Conquer the Crash](#), please [click here](#).*

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## Volvo Unveils New Hybrid Technology

Published March 11, 2006

Associated Press

STOCKHOLM, Sweden – Sweden's AB Volvo (VOLVY), one of the world's largest truck makers, on Friday unveiled a new **hybrid engine** technology that it said will cut fuel consumption in heavy vehicles by up to 35 percent.

The hybrid vehicles are expected to be launched in 2009, and will feature a diesel engine supported by electric batteries charged by energy released from the brakes, Volvo said. The electric engine will reduce both fuel emissions and noise levels, making the vehicles more suitable for city traffic, the company which also makes buses said at a news conference in **Stockholm**.

"There is a growing interest in the market to reduce fuel consumption," Volvo Chief Executive Leif Johansson said. "We now have a technology that is interesting from a commercial viewpoint ... for a hybrid market for heavy vehicles."

The hybrid technology will be used in serially produced buses, trucks and heavy machinery by 2009, with sales expected to reach around 10,000 a year, Volvo said.

The new engines will be most effective during city driving with a lot of stops and starts, where some of the energy released from the brakes will be used to charge up the electric engine. When the batteries are fully charged, a bus or truck will be able to run solely on electric power, allowing them to drive silently through city neighborhoods, the company said.

During city driving, fuel consumption will be reduced by up to 35 percent. However, the price of the vehicles is expected to be about 35 percent higher than for those with traditional engines.

Volvo, whose truck brands include **Mack Trucks** and Renault, said potential customers should still benefit from their investment in one to two years from the purchase date, depending on oil price developments and the emergence of alternative fuels.

The Goteborg-based company, which sold its car division to U.S.-based Ford Motor Co. in 1999, employs about 81,000 people in 25 countries.

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## 2010 Volvo XC60 T6

By Gary Gastelu

Published July 23, 2009

FoxNews.com

The "safest car in the world" has always existed.

It's only logical that at any given point in time there is one vehicle that offers its passengers greater protection than all the others, even if it is not quite possible to determine exactly which one that is.

Nevertheless, anytime the subject has come up in the past half-century or so, you could count on the name Volvo being suggested as a contender, if not the hands-down favorite. So, when the folk (a Swedish word, that) in Gothenburg say they've gone and built "the safest Volvo ever", it's wise to take notice. Not the safest "car", mind you, but the safest "Volvo".

That's partly because the Volvo executives are a polite bunch and don't want to ruffle the competition's feathers too much, but mostly because the 2010 XC60 T6 is a crossover, and not really a car. Nevertheless, they could probably also call it "the best looking Volvo ever" and not hear too many arguments, at least not from me.

[Click here for PHOTOS of the XC60](#)

The XC60's combination of a windswept wedge profile and shoulders wide enough to land a SAAB fighter jet on are straight off of the auto show floor. Genie bottle taillights are worthy of an exhibit in a design museum, and that doesn't even take into account the small vertical fins they create on either side of the rear window.

The marketing people at Volvo will likely tell you that they are for aerodynamic purposes, but you know there is an exterior designer somewhere with a poster of a 1959 Cadillac on his cubicle wall that grins every time they do.

The interior isn't quite as impressive, but plays to the Volvo faithful. Materials in the 5-passenger cabin are sturdy, rather than elegant. The one highlight is the optional Nordic Light Oak trim on a floating center stack that bends its way from the console to the dashboard in an oh-so-Scandinavian way.

The cabin is capped by a high-strength steel roof and filled with airbags that cover just about every inch of it in the event of an accident. But it's the array of systems that help the XC60 avoid crashing in the first place that sets it apart. Stray from your lane and the XC60 sounds a warning.

If someone pulls in front of you, it beeps and flashes a red light on the windshield. Get drowsy and start driving erratically and the Volvo will stir you from your impending slumber with a wake-up call. All of these are options, but the marquee feature comes standard.

Called City Safety, it uses a laser mounted behind the windshield to keep an eye on things in front of you in stop and go traffic. If it senses that the vehicle you are following is slowing down, and you haven't done anything to avoid it, it will slam on the brakes on your behalf. Under 19 mph it won't bring the XC60 to a complete stop, but will slow it dramatically to lessen any impact. Under 9 mph it waits until you are about a yard away from calling the insurance company before it runs itself into a virtual wall, stopping in its tracks.

Bodily harm isn't too much of an issue when moving that slowly, but the averted fender bender is appreciated just the same. Unfortunately the owner's manual goes to great lengths to explain that City Safety is not designed to work when confronted with motorcycles, or pedestrians, two things that could really benefit from not getting run down at that speed.

Still, after you get a demonstration of the system at the Volvo dealer, there is little doubt that you'll grab your kid's Bozo the Clown bop bag and try it out in the driveway at home. It is quite the out-of-driver experience, something you can expect to see popping up on many vehicles in the near future.

Electronic nannies like these, combined with other features including anti-whiplash seats and a blind spot warning system, speak to the holistic approach Volvo takes towards keeping its customer base alive, despite its best efforts to the contrary. But, even with all that it has going for it, there are a couple of chinks in the XC60's armor of active protection.

First, I was surprised to find that the standard Bluetooth system allows you to pair a new phone while the car is in motion. Maybe Volvo is so confident in everything else the XC60 does that it threw us a bone on this one, but it seems like oversight. Either that, or

the driver alert system in the company's legal department is on the fritz and someone in fell asleep at the wheel in there. In any case, I'm not complaining, just pointing it out.

An even odder decision is that the navigation system, a standalone unit separate from the stereo, has no voice control. Its inclusion would seem like a foregone conclusion in such a "safety first" vehicle, but that is not the only thing out of whack about it. Instead of a touch-screen, or a console-mounted knob, Volvo's system is controlled by two tiny buttons and a Tic Tac-size joystick located on the back of the steering wheel spoke that is hard to reach, infuriating to use, and took me a week to figure out were even there.

Why so long?

Because the XC60 also comes with a TV-style remote control for the navigation system that is impossible to miss because is huge. Maybe it is actually intended for your co-pilot to use, or the honor student in the back seat, but that just seems distracting. Luckily there's something under the hood to help you forget about it.

In such an overly protective car, the installation of 281 horsepower turbocharged inline 6-cylinder engine would appear to be tempting fate. The punchy powerplant puts the XC60 near the top of the compact luxury crossover crowd, and outguns the competition from Germany, including the Mercedes-Benz GLK 350 and BMW X3. The standard all wheel-drive system that it works with weighs down the Volvo a bit, but makes up for it with all-weather traction.

While not the sharpest handler of the bunch, Volvo has found a fine middle ground between comfort and performance, much like the company's sedans. For \$37,200 the XC60 doesn't lowball the competition, but City Safety is a pretty heavy trump card if you do a lot of driving in said city.

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The flip side is an EPA fuel economy rating of just 16 mpg in the city, and not much more on the highway, just 22 mpg. A 235 hp normally-aspirated version of the XC60 with front-wheel drive is also available for \$32,395 and gets 18 mpg city/27 highway, which may be more in sync with the personality of the vehicle.

The less potent engine can also be had with all wheel drive, and both models come with City Safety, but not the leather seats that are standard in the T6. Those will set you back \$1,700, meaning the turbocharged version really only costs \$1,105 more than the sensible shoes edition, or about \$25 bucks per horsepower. You may find a safer vehicle to use it in.

At least not this year.

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2010 Volvo XC60 T6

Base Price: \$37,200

As Tested: \$44,240

Type: Front-engine, all-wheel drive, 5-passenger, 5-door crossover

Engine: 3.0L inline 6-cylinder

Power: 281hp, 295 lb-ft torque

Transmission: 6-speed automatic

MPG: 16 city/22 highway

What do you think of the XC60?

Send your comments to [foxcarreport@foxnews.com](mailto:foxcarreport@foxnews.com)

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## The Seatbelt Celebrates 50 Years of Saving Lives

By John Voelcker

Published August 13, 2009

### Car Connection

As you get into your car today and buckle your belt without a second thought, pause for a moment. Today is the 50th birthday of the three-point safety belt, an invention that has saved hundreds of thousands of lives globally.

The safety harness, as it used to be called, was created in 1959 by Nils Bohlin. He became Swedish carmaker Volvo's very first safety engineer, after previous work in designing a catapult ejector seat for airplane pilots.

Volvo was the first auto manufacturer in the world to fit three-point belts as standard in all its cars, beginning in 1963. It was so sure of the lifesaving potential of its harness, in fact, that it made the patent available to other carmakers.

At first, seat belts faced a storm of opposition both from automakers--who felt safety wouldn't sell, didn't want to evoke the vision of accidents, and disliked the added cost--and drivers, who worried about being trapped in burning cars or underwater.

But gradually, the data prevailed. Safety experts estimate that seat belts increase your chance of surviving any collision by roughly 50 percent. Wearing a seat belt has now become mandatory in many developed countries.

Even today, virtually every safety feature in a car is designed to work with the three-point belt. Pre-tensioners tighten the belt straps when a collision is imminent, and airbags work best when the occupant is belted in.

So take the time today to pause and appreciate your seat belt. As they say, the life you save may be your own.

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## Ingersoll-Rand Selling Bobcat, Two Other Units for \$4.9B

Published July 30, 2007

Reuters

SEOUL – U.S. industrial conglomerate Ingersoll-Rand (IR) said it would sell its **Bobcat** machinery business and two other units to Doosan Infracore for \$4.9 billion cash, the biggest ever overseas acquisition by a South Korean firm.

Shares in Doosan, formerly known as Daewoo Heavy Industries & Machinery, surged 14.9 percent on the move, which the company said will nearly double its sales and make it the world's seventh largest construction equipment maker.

For Ingersoll, the deal will cut the diversified manufacturer's exposure to the highly cyclical division which has been hit by a downturn in U.S. home construction and help its shift toward climate control, industrial and security businesses.

"The acquisition will help Doosan become a global heavy machinery maker as it can add models which it could not (previously) produce, with technologies from the U.S. company," said Song Jae-hak, an analyst at Woori Investment & Securities.

Ingersoll signed a definitive agreement to sell Bobcat, the world's top compact construction equipment firm, and its utility equipment and attachment units, which in 2006 together generated \$2.6 billion in sales and \$370 million in operating profits, the two companies said on Monday.

### CONSTRUCTION SLOWDOWN

Doosan Infracore is South Korea's top construction and machinery equipment company with sales of 3.7 trillion won (\$4.02 billion). It competes with market leaders Caterpillar Inc. (CAT) of the United States and Japan's Komatsu.

Doosan said a majority of the financing for the acquisition would be in the form of non-recourse debt and the company itself would spend only \$700 million in cash. Debt financing will be arranged by state-run Korea Development Bank.

"A cost of \$700 million for the M&A is of little concern, given the company's long-term growth potential. But the effect of the acquisition may be small if the global construction market deteriorates further," said Song.

Ingersoll's compact vehicle segment, which includes Bobcat machines, posted a 18 percent slide in profit in the first quarter following a 60 percent slump in the fourth quarter of 2006, as contraction in U.S. home construction hurt demand.

Market leader Caterpillar missed quarterly profit forecasts earlier this month, blaming in part a sluggish U.S. construction market. However, Japanese rivals **Komatsu** and Hitachi Construction Machinery Co. have fared much better as strong demand from Asia and Europe offset the fall in U.S. demand.

Shares in Doosan Infracore ended up 14.9 percent at 37,000 won — their biggest daily gain in more than three years — compared with the wider market's 1.25 percent rise.

"Upon completion of this transaction, Doosan Infracore will have...20 manufacturing plants in countries such as the U.S., China, Belgium, France and the Czech Republic. Sales will be approximately \$7.4 billion," Doosan said in a statement.

### SPIN-OFF

Ingersoll-Rand, whose portfolio ranges from refrigerated trailers used to transport food, to air compressors, golf carts and Schlage locks, said in May it was reviewing the sale of machines and construction-related businesses including Bobcat.

The latest sale comes after it agreed to sell its road construction machinery business to truck maker Volvo in February.

Both the deal to Volvo and the Bobcat sale were completed at around 13 times operating earnings. Caterpillar trades at 15.4 times net earnings, while Komatsu trades at 22 times.

"The prospective transaction reflects a fair price that recognizes the value of the businesses' assets," Chief Executive Herbert Henkel said in a statement.

Ingersoll and Doosan aim to close the deal in the fourth quarter.

Credit Suisse Securities and Goldman Sachs acted as financial advisers to Ingersoll and Doosan was advised by Citigroup.



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## 10 Things Your Caterer Won't Tell You

Published August 29, 2005

Smart Money

**What's tougher than throwing your own cocktail party? Finding a good caterer. What you need to look for and look out for, so your guests don't go hungry — or worse.**

### 1. "Did I mention this is my first time?"

As any stressed-out host can attest, planning a social event of any scale is hard work, be it a small cocktail party or a formal wedding. With the time constraints of daily life — those related to work, family and other commitments — ever increasing, more and more people are now handing over part of the job to someone else. By some industry estimates, there are now more than 30,000 specialty caterers doing business in the U.S.

But that figure leaves out smaller operators who may not be listed in phone books and professional directories, a group International Caterers Association President Linda West describes as "selling sandwiches out of the back of the Volvo," which could include thousands more outfits. Anyone can call himself a caterer, and that means a huge disparity in the level of service, skill, cleanliness and general professionalism you might find out there. The best way to choose a caterer you can trust? Word of mouth, West says. Talk to people in your area whose opinions you trust; even better, ask anyone who has held a catered event that you've enjoyed. And when speaking to a potential caterer, be sure to request at least three references — and call them.

### 2. "You could probably do this a whole lot cheaper."

Most full-service caterers like to handle everything from the food and the alcohol to the coat check. They say this makes things easier on the host, but it's also more profitable for them. There are some easy ways to save money though — starting with buying your own liquor. Some caterers charge above-retail prices on alcohol; if you buy it yourself, you'll pay roughly half their price. Even if your caterer then charges you a \$2 to \$5 corkage fee per bottle, the savings can still be significant — especially if your retailer accepts returns of unopened bottles, which many do. A word of caution: Liquor laws differ by jurisdiction; in some areas it's illegal to provide your own alcohol at a catered event, so check first.

You can also save big by renting your own supplies — if your caterer will allow it — such as tables, chairs or dishware. You'll save on the markup, which can be as much as 30%, and you can still ask your caterer to handle the setup.

Finally, be flexible about the date. If you hold your event on a Friday, Sunday or even midweek, you can save up to 15%, says Michael Roman, president of Catersource, a support and education organization for caterers.

### 3. "You may not want to know what's in my secret recipe."

We knew a caterer in Indiana, who has since passed away, who was famous for his sweet-and-sour meatballs. People begged him for the recipe, but he kept it closely guarded. And for good reason: The meatballs came frozen from a restaurant-supply house, and the sauce was doctored with such secret ingredients as grape jelly.

Ingredients can become a sticking point with caterers and their dishes, many of which include surprising — and not always healthy — additions. If you have any special requests such as vegetarian dishes, be sure to let your caterer know, and ask to review lists of ingredients.

Food allergies are a more serious concern. Fort Wayne, Ind., catering chef Marla Cohen recalls a four-year-old at one event who was allergic to peanuts and touched a plate that had held chicken satay: "Her bottom lip swelled up just like that." Cohen called an ambulance and the child was fine, but anaphylactic shock can kill. Most people with allergies know what foods to avoid. But if any of your guests has such a condition, it's vital to tell your caterer; some troublesome ingredients — like peanut oil — may be hidden in preparations.

### 4. "That staggering drunk wants another round? No problem!"

Alcohol gets any good party flowing, but serving it in your home presents potentially dangerous situations. Liquor concerns "are a very hot issue in catering today," says Catersource's Michael Roman, who adds that hosts often expect bartenders to cross the line by serving minors or to keep serving guests who've already had too much to drink.

Serving underage or obviously drunk guests is illegal, and if something goes wrong, you're the one who could be held liable. "This is something that's up to everyone to enforce," Roman says. "The host should back up the bartender." Such situations require diplomacy and finesse, so ask for experienced bartenders — and ask the caterer to keep a watchful eye. Linda West, the head of the catering association and owner of Houston-based Mélange Catering & Special Events, hands out taxi vouchers to anyone whose level of impairment seems questionable. The vouchers include next-day returns so guests can pick up their cars — sober.

An added safeguard: While you may pay much more for it, if you do purchase the alcohol through your caterer, you are generally covered by the caterer's liability insurance.

5. "This spread will easily serve 50...dieting models."

A host's worst nightmare is running out of food. Dallas event planner Jennifer Fenimore recently handled a wedding where she was promised food for 50. Forty-two guests showed up, and they still ran short. "I wish I had known what the caterer considered a portion size," she says. "The only thing that didn't run out was the mashed-potato martini bar" — a station featuring mashed potatoes in martini glasses, with a variety of toppings — "and that's only because we had the wrong size of martini glasses. They were too small."

Experienced caterers know that some groups eat more than others, but they should never run short. If you expect your guests to be served a full lunch, be sure to tell your caterer. If a finger-food buffet will serve as a light meal at your reception, make that clear too. On the flip side, if your budget is limited, don't skimp on portion size. Former Chicago caterer Adrienne Battin once had a client who was expecting 18 for lunch and wanted her to serve a buffet with just 18 shrimp. "I told her that I wasn't going to stand there like a police officer and tell anyone who took two to put one back," Battin says. "If you can't afford shrimp, don't serve it." 6. "You want to know if things will go smoothly? Hire a psychic."

Timing is critical in the success of any social affair: A cocktail hour that's going well should be extended, but not by too much, or your guests may overdo it and be unable to fully enjoy dinner. One of the most important roles of a caterer is to help ensure that things go smoothly by finessing the pace of an event. A good caterer should keep things moving along on schedule, but should also be flexible. Late-arriving guests to a sit-down dinner can be accommodated by a longer appetizer course, for example.

But even the best-laid plans can be disrupted by the unexpected snafu. Battin once handled a home wedding reception where the portable ovens she'd brought couldn't run without shorting out the host's electrical system. A neighbor was nice enough to lend his portable generators, but without them the entrée might have been Chinese takeout.

Experienced caterers schedule walk-throughs when they're planning to cook at an unfamiliar facility and carry such unusual kitchen equipment as socket testers and oven thermometers. If your caterer doesn't ask to see your facility first, request that he pay a visit — or consider going with another outfit.

7. "Your leftovers will feed my family for a week."

You paid for that food, and it's yours, even the leftovers. Just as in a restaurant, it's your right to have all the leftovers returned to you, wrapped for takeout. But it isn't unheard of for some caterers to quietly take doggie bags of their own.

"At one company I worked for, the cleanup people walked off with the leftovers," says Battin, whose client had been expecting to find food in her refrigerator the following morning. It was probably a misunderstanding, but it cost her company, which then had to compensate the client.

Of course, you may not want the leftovers. Newlyweds, for instance, may be leaving on their honeymoon the day after their reception and don't particularly want to come home to two-week-old food. If none of your relatives or guests are interested in taking home slightly wilted hors d'oeuvres, consider gifting them to your caterer — Battin says she often parcels them out to service captains, security guards and other support staff as an extra gratuity of sorts. Another option: Ask your caterer if he works with an organization that accepts leftovers for the needy.

8. "I hope you like piercings. My waiters have more holes in their head than a block of Swiss cheese."

Food service attracts a wide range of workers, from career professionals to moonlighting artists. And while it may be cool for artists to sport pierced eyebrows on their own time, you have a right not to have to look at them at your event. If you don't want to see piercings, for example, or green hair or tattoos on your servers, tell your caterer up front. In turn, it's the caterer's right to accept or not accept a job based on those requests.

You can be as specific as you like: Roman of Catersource says he once had a hostess ask him not to use any waitresses who were well-endowed. "She said, 'My husband and I are having problems,'" Roman recalls. He complied with the request. "Don't be afraid to ask for something — anything is negotiable," he says. (Not entirely true: Race and ethnicity are off-limits.)

You're free to dictate a dress code for the servers, too, within reason, though any special outfits — if you're throwing a costume party, for example, or a corporate event and want the servers to wear T-shirts with logos — are your responsibility. Otherwise, simple all-black, all-white or black-and-white attire is considered standard.

9. "You say 'budget'; I say 'guesstimate.'"

Many a host has spent hours on end fine-tuning the menu, shaving costs here and there to fit a strict budget, only to be surprised by the bill at the end. That's because many caterers neglect to calculate tax and gratuity charges in their estimates, add-ons that can easily boost a final bill by as much as 25%. "If I say I can pay \$100 (per guest), I don't want to get a bill for \$125," says Linda Cauiola, an event planner in Scottsdale, Ariz.

Tax and gratuity figures can vary widely; you can expect to pay as much as 22% for the latter. Ask whom it will cover: Often the gratuity may include wait staff, security guards, captains and any other service people employed by your caterer. You're not

required to tip more on top of it, but you may want to: It's not uncommon, for example, to give a little extra to captains or the wait staff. (Valet parkers are tipped at the guest's discretion.)

But to avoid any surprises, tell your caterer you want to see an inclusive budget, and ask specifically about tax, gratuity and any potential extra charges. "If they get quiet, you have a problem," Cuiola says.

10. "Of course your event will be unique. But we're pricing chicken Kiev to move this week."

All hosts want their party to be memorable, and for the right reasons — not because theirs was the last in a long line of mini-quiche and vegetable-plate receptions this season. "I tell banquet managers all the time, I don't want the same thing they're serving at Company Y's function," Cuiola says. "But it happens — because they're lazy."

Caterers should keep up with trends but also have original ideas that can work within your budget. One result of the recent explosion of home-entertaining TV shows, books and magazines has been an increase in creative ideas and widespread availability of gourmet ingredients, often at reasonable prices.

So there's no excuse anymore for banquet-style chicken cordon bleu.

To ensure that your event is unique, Cuiola advises micromanaging: Check and recheck menus and event orders, ask questions, even peek into chafing dishes before guests arrive to make sure the salmon you requested is there and cooked the way you want it. "You have to be able to trust your caterer," she says. "My clients don't want a refund or an apology. They want their dinner to go well."

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## Ford's Volvo Division to Start Manufacturing Cars in China

Published March 20, 2006

Reuters

BEIJING -- Ford Motor Co.'s (F) **Volvo Car Corp.** said on Monday it would begin making cars in China this year, a step into the world's third-largest car market that other upmarket automakers took years ago.

Chief Executive Fredrik Arp said Volvo would build its S40 sedan at a plant owned by **Changan Ford**, a Ford joint venture in the southwestern city of Chongqing.

While Volvo conceded it was late in entering a increasingly difficult market where profits margins were shrinking, the company was confident Chinese manufacturing operations would be profitable as early as next year.

Volvo said it could reach its Chinese manufacturing target of 10,000 cars a year in 2007, and was working with a number of Changan Ford's local suppliers to meet the government's local content requirements and the company's quality standards.

"We are, after working with (Changan Ford) on this project for over a year, convinced that their factory, working together with our own experts, can produce the quality Volvo requires," Arp told reporters.

"At 10,000 units we will be making money," Alexander Klose, the head of Asia Pacific for Volvo told Reuters.

Changan Ford is a joint venture between the second-largest U.S. car maker and Changan Automobile Co. Ltd.

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## Car Buff Powell Makes Diplomatic Call in Old Wreck

Published August 01, 2001

SYDNEY – Colin Powell went without the customary gleaming limousine and dropped in on the Australian Prime Minister behind the wheel of a Volvo more than 20 years old.

The US Secretary of State, who has been in Canberra for ministerial talks, jumped at the chance of driving himself and his Australian counterpart in the coupé to John Howard's official residence after his host discovered General Powell's love of the marque.

Aware of the general's hobby of restoring old Volvos, an Australian diplomat contacted Vince Harmer, a local enthusiast, to see if he would loan the car for the night.

When the 1980 Volvo, which had been written off in a crash 14 years ago and was rebuilt with a V8 Chevrolet engine, was presented to the Secretary of State he "drooled over it", according to Mr Harmer.

After a diplomatically strained tour of China at the end of General Powell's six-day Asian tour, arriving in Australia with its welcoming Volvo ride and sympathetic conservative Government gave the Americans the rare experience of being appreciated in the region.

The Bush Administration sent a distinguished team to Canberra in a visit designed to reinforce the good relations between the two countries and to secure the goodwill of a friendly nation in the region.

Mr Powell was joined in Canberra by Donald Rumsfeld, the Defence Secretary. US officials made the extra effort with the Australian Government because the two nations share similar views at a time when the American Government finds itself increasingly criticised in Europe and Asia.

On America's plan for missile defence and its rejection of the Kyoto Protocol on global warming, the United States and Australia wholeheartedly agree. The two nations also agree on an issue closer to Australia's sphere of influence — renewing ties with the Indonesian military.

Legislation linking arms sales to human rights limits American interest but US officials pushed Australia to renew contacts. Mr Rumsfeld said: "I find the position of the United States, with respect to Indonesia, is, as far as I can tell, identical to that of Australia."

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# Wagon Train

Published September 06, 2005

## Smart Money

So you want all-wheel drive for the snow and enough cargo space to carry more than a couple of bags, but you despise big SUVs? You may be a candidate for one of the auto industry's niftiest niches, all-wheel-drive wagons.

I recently test-drove six of these: the Volvo XC70, the Mercedes-Benz C320, the Volkswagen Passat W8, the Audi A4 3.0 Avant, the Subaru Outback and the BMW 325xi. There are more, but these represent a substantial slice of what's available for roughly \$30,000 to \$40,000. A rung higher on the price ladder are the Audi A6 Avant and, coming to the U.S. later this year, the new edition of the Mercedes E-class wagon.

First up: the Volvo XC70, the all-wheel-drive version of Volvo's bestselling midsize wagon. Volvo sells a range of models, including the XC90 crossover utility, but "Volvo" and "wagon" remain as tightly linked in the realm of brand identity as "Kodak" and "film."

The XC70's 208-horsepower, five-cylinder turbocharged engine provided adequate power, though it idled and ran a bit rougher than the German six cylinders. On a snowy dirt road, the XC70 accelerated and stopped with minimal drama, thanks to antilock brakes and traction control. Volvo knows how to create a secure feeling in its cars.

The Volvo was the largest car in this group, with plenty of leg room in front and rear, and comfortable seats. The XC70 has the most overall cargo space of these six vehicles, and my test car came with an optional net that extended from the back of the rear seat to the ceiling, the better to keep bags from flying forward.

### The Best All-Wheel-Drive Wagon

The Volvo XC70 offers the best combination of space, comfort, performance and value.

Car	Engine	Ride/ Int. Design/Max. Cargo		Volume	Base Price	Overall Rating
		Handling	Comfort			
Volvo XC70	2.5 liter, 5 cyl., 208 hp	4 stars	5 stars	71.5 cu. ft.	\$34,530	5 stars
Audi A4 3.0 Avant	3.0 liter, 6 cyl., 220 hp	4 stars	5 stars	60.6 cu. ft.	\$35,000	4 stars
Mercedes C320 Sport Wagon	3.2 liter, 6 cyl., 215 hp	4 stars	3 1/2 stars	63.6 cu. ft.	\$40,545	3 1/2 stars
Subaru Outback H6-3.0 VDC	3.0 liter, 6 cyl., 212 hp	3 stars	3 stars	68.6 cu. ft.	\$32,920	3 1/2 stars
Volkswagen Passat W8 Wagon	4.0 liter, 8 cyl., 270 hp	4 stars	3 stars	54.6 cu. ft.	\$39,275	3 stars
BMW 325xi Sport Wagon	2.5 liter, 6 cyl., 184 hp	4 stars	4 stars	57.1 cu. ft.	\$32,845	3 stars

The wagon's interior styling isn't a strong point. Neither objectionable nor inviting, my test car had fake wood accents on the glove box and the door handles, but my main memory is of gray plastic. Still, at \$38,370 (all prices include destination charge), my test car had just about all the goodies I could want.

Audi A4 3.0 Avant. This is an easy car to like. It's quiet on the road, comfortable — for front-seat passengers — and it has one of the most elegantly tailored interiors in the business. The 220-hp, 3.0-liter engine and five-speed automatic transmission give the car plenty of zip. Still, this isn't a sport wagon so much as a compact luxury sedan with a fanny pack. My test car, with leather seats, a Bose sound system and other options, listed for \$39,780.

Audi has carved a comfortable niche for itself with the A4 wagons. But fans of Audi should know that parent Volkswagen AG has another car that delivers a lot of the same function as the A4, but comes with a 270-hp eight-cylinder engine. The VW Passat W8 4Motion Wagon is a well-dressed machine with power everything, sunroof, leather seats and electronic stability control. The Passat isn't quite as natty as the Audi, but if get up and go is what moves you, and the idea of paying close to \$40,000 for a Passat doesn't turn you off, the W8 wagon is a better horsepower-per-dollar deal than its upper-crust cousin.

Mercedes-Benz C320 4Matic Sport Wagon. The C320 4Matic is the slickest-looking wagon in this group, with a rear end that's streamlined, not boxy. The 215-hp, 3.2-liter six-cylinder steps the C320 smartly away from stoplights. The wagon is quiet on the highway, but the transmission in my test car made a noticeable thunk whenever I shifted from reverse to drive.

Mercedes has aimed the C-class at the BMW 3-series and comes close. Still, this small wagon has traits such as inscrutable dashboard buttons and a CD changer in the glove box; you either accept this as Mercedes mystique or move on. The \$42,850 sticker made this the priciest of the group — and was this car's biggest flaw.

Subaru Outback H6-3.0 VDC. Subaru isn't a luxury brand, but the company clearly intends that this top-of-the-line model should compete for the attention of someone who would consider a European wagon. This isn't your "inexpensive and built to stay that way" Subaru. In fact, it comes with a 212-hp, 3.0-liter, six-cylinder engine, a full load of luxury car amenities and a price tag as

tested of \$32,920.

I got my test car on a snowy day when I needed to haul an office party's worth of dishes and glasses, and then retrieve some big pans of food from a caterer. Those chores demonstrated that while the Outback isn't big on the outside, it holds plenty behind the rear seat. And I appreciated the plastic liner tray in the cargo hold when I dribbled lasagna sauce.

The Subaru handles well and works hard. The interior isn't up to luxury standards, however. The knobs on the McIntosh sound system looked like something out of the 1970s. Yet the Outback VDC that I tested costs about \$7,000 less than a loaded BMW 325xi wagon, which has less cargo space, less front leg room and less horsepower.

BMW 325xi Sport Wagon. This is a tasteful, agile car with an engine that sounds as if it cranks out 300 hp. In reality, the 325's 2.5-liter, in-line six-cylinder claims just 184 horses. Still, my test car performed ably, the interior was easy on the eyes, and no major amenities were lacking, except one: space. Leg room front and rear is skimpier than in most of the other models tested, and the BMW was next to last in cargo room. This is a very personal wagon, and at \$40,445 as tested, the value proposition for the aging 3-series isn't compelling unless you snag a sweetened lease.

So the SmartMoney Award winner: the Volvo, which delivered the most wagon for the money. It's not as sporty as the BMW, or as eye-catching as the Mercedes. But the Volvo XC70 is comfortable, capable and spacious. What's more, since Volvo dealers now have the XC90 crossover to sell to SUV intenders, they are apt to be more reasonable on the XC70 than ever.

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## Texas Oil Company Tempts Staff With One-Year Mortgage Payoff Incentive

Published June 19, 2008

FoxNews.com

A Texas oil and gas company is awarding employees who help increase production and cut debt by paying their mortgages for one year.

The incentive plan is part of a program aimed to spur ATP Oil Gas' 66 employees to meet the company's annual goals. Last year's bonuses included a trip to Sweden and keys to a new Volvo.

"I think it's very important for each of us to have a goal in front of us," T. Paul Bulmahn, chairman and CEO of ATP Oil Gas, told Houston's FOX 26. "I'm happy to really look at the very best employees, and try to reel them in if we can."

The incentives to ATP's workforce have apparently paid off. According to MarketWatch.com, the company's value on the NASDAQ jumped from around \$5 to \$50 per share over the last four years. Still, while profits from 2004 to 2007 grew, the firm has seen a slowdown so far this year.

The company describes itself as engaged in the development and production of oil and natural gas. The company acquires previously undeveloped properties and has successfully located probable reserves.

Bulmahn told FOX 26 that this year's objectives include getting a new rig up and running in the Gulf of Mexico, reducing the company's debt in half and meeting deadlines on another project in the North Sea.

Bulmahn said the bonus program has yielded the best resumes. Second-year accounting clerk Chamiera Barksdale said she was stunned by the mortgage payment incentive.

"With the Volvos, I was like, what could get any better than that? And I'm like wow. When he presented that, I was just in shock," she said of the new bonus offer.

[Click here to watch a video on ATP at MyFOXHouston.](#)

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But there's might be a reason he's lacking that particular daddy skill: "My mom drove like Britney Spears with the steering wheel and me right here [in her lap]. I'm fine, I turned out okay. We had a Volvo."

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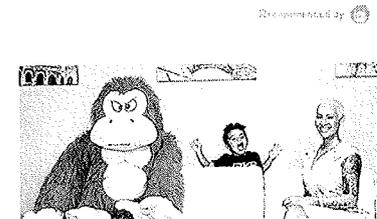
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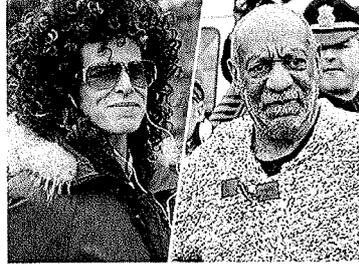


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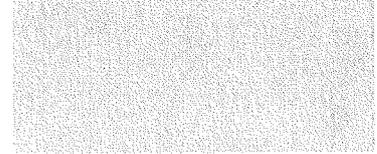
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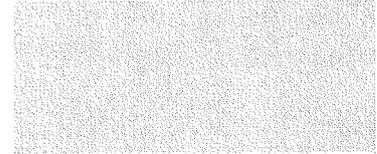
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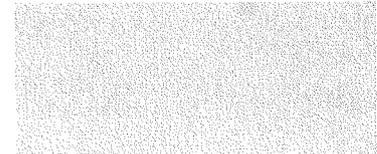
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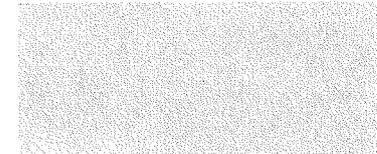
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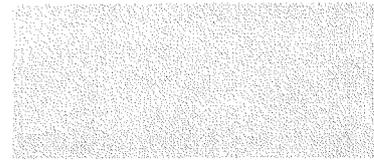


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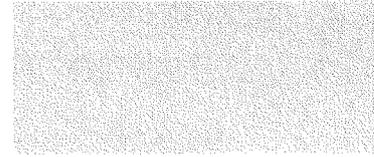
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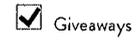
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"A convertible BMW—I was still living at home with my parents."  
—KELLY ROWLAND

"A Chevy Blazer that, to go straight, you had to hold your hands  
vertically. It smelled terrible because I would sweat in it."  
—ANDY RODDICK

"An old Toyota Celica with a smashed windshield—so smashed that I  
had to pick a crack to look through to see the road."  
—VANESSA MARCIL

"An '87 Toyota Tercel. It was a hand-me-down from my two older  
sisters. They both drove it, and then I got it. After that I told my dad, 'I  
gotta get a truck.'"  
—MILO VENTIMIGLIA

"A 1974 Volvo. I bought it from a neighbor for 50 bucks. But the car  
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—ADRIEN BRODY



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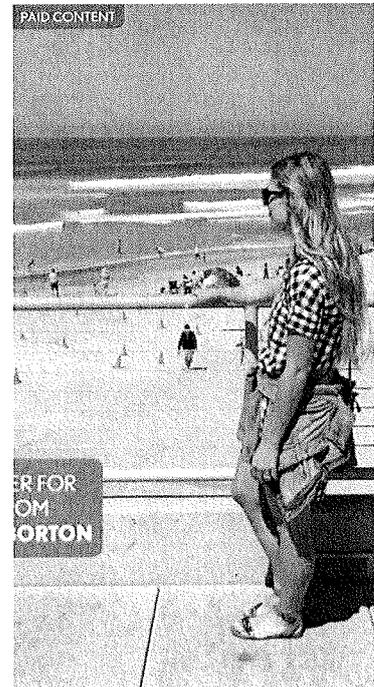


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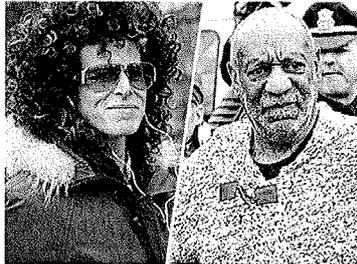
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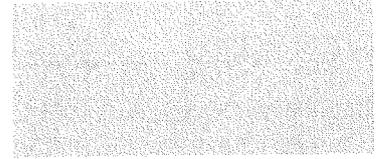
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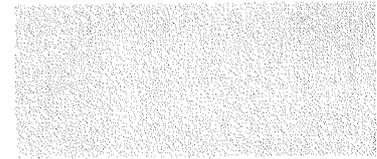
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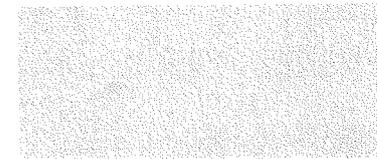
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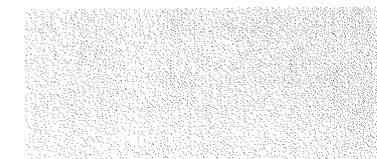
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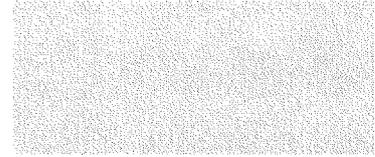


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### EDIE

To get Mike's attention, she lavished TLC on her 2005 silver Nissan 350Z Roadster.  
\$37,850

### LYNETTE

Now drives Tom's 2005 bronze Nissan Maxima sedan.  
\$29,750

### SUSAN

2003 gold Volvo XC70 wagon  
\$33,600 (for a 2005 model)

### BETTY

2005 dark blue Mercury Mountaineer Luxury Series  
\$33,600

### BREE

2005 silver Chrysler 300C  
\$33,720

### STAY-AT-HOME TOM

Got Lynette's 2004 jade Dodge Grand Caravan SXT.  
\$27,725 (2005 model)

### MIKE

2005 smoke grey Nissan Titan Crew Cab pickup  
\$35,400

### GABRIELLE



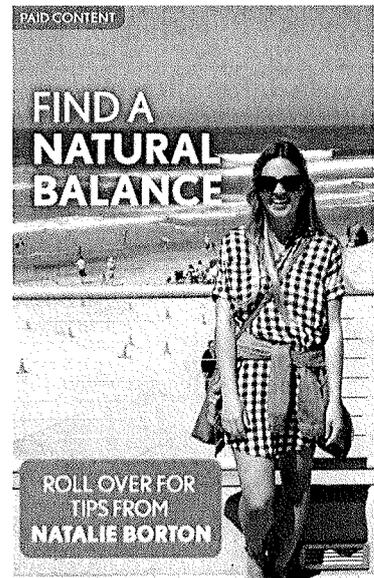
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Owens two. "Old" car is a 2004 black Maserati Spyder.  
\$92,600 (2005 model)

In Season 2, she gets a 2005 merlot Aston Martin DB9 Volante  
\$175,000

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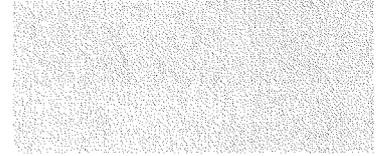
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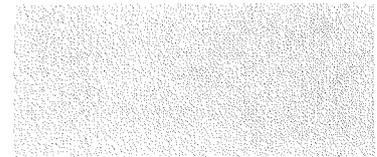
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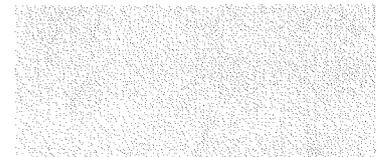
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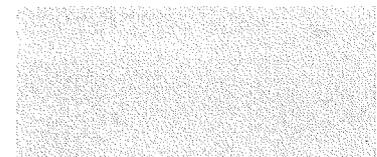
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# Cold Cash



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UPDATED 03/15/2004 AT 01:00 AM EST • ORIGINALLY PUBLISHED 03/15/2004 AT 01:00 AM EST

Teaching was enough to make Victoria Knight-McDowell sick. "Just as I would get over one cold, I'd catch another," she says of her sneezy, wheezy winter as a student teacher in 1995. "Every time I would see a child with sniffles, I wanted to back away. But you can't do that."

Instead of giving kids the cold shoulder, Knight-McDowell—who grew up being dosed with herbal remedies brewed by her mother—decided to wage her own version of germ warfare. With encouragement from husband Rider, a freelance writer, and Internet research on Chinese medicine, she began blending mixtures of herbs and vitamins in the kitchen of their Carmel, Calif., home. Using family and friends as guinea pigs, Knight-McDowell, 44, eventually devised the potion—including zinc, forsythia, echinacea and vitamins C, E and A—which she and Rider, 43, started to market as Airborne in 1997.

Although it's carried by big drugstore chains like CVS and Rite Aid and ranks as the top-selling herbal cold remedy on drugstore.com, whether Airborne actually does prevent colds remains an open question. Those who swear by it include actor Kevin Costner ("I believe Airborne works; I have it on my private plane"). Physicians such as Dr. Peter Katona, a specialist in infectious diseases at the UCLA School of Medicine, sniff at such claims. "People are wasting a lot of money," he says of the tablets, which cost \$7.95 for a 10-pack, "on something that's completely unproven."



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Knight-McDowell—who juggles running her company and working as an occasional substitute teacher with raising son Errol, 4—does seem to have found the formula for success. Though you wouldn't know it from the family's still-modest lifestyle—including a 1992 Volvo wagon—Airborne, buttressed by a campy ad campaign featuring throwback TV personalities like Barry Williams (*The Brady Bunch*), posted gross sales of \$10 million last year. Cold comfort indeed.

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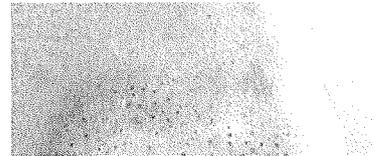
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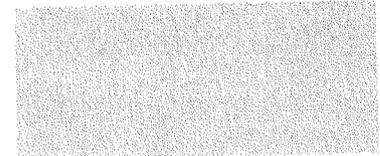
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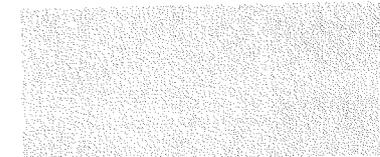
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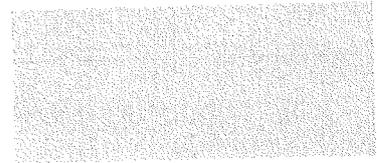
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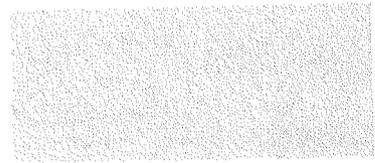
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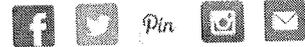


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# Corps Values



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BY MAX ALEXANDER UPDATED 04/07/2003 AT 01:00 AM EDT • ORIGINALLY PUBLISHED 04/07/2003 AT 01:00 AM EDT

Is this a book signing or some sort of military aerobics drill? "Officers wear lots of shiny stuff on their collars," explains Cpl. John Schaeffer later, after autographing book after book for a crowd of civilians, enlisted men and officers. "Every time I saw something shiny come toward me, I had to stand up. Then I had to sit down to sign my name, then stand up again. I think I did okay, but I was very nervous."

Schaeffer, 22, is doing better than okay. *Keeping Faith: A Father-Son Story About Love and the United States Marine Corps*, the book he wrote with his dad, Frank, is in its sixth printing after just five months in stores. *Faith* tells two stories: why John, a Massachusetts-born child of privilege, decided to join the Marines right after graduating from a fancy prep school; and how Frank, a novelist who moved in circles he describes as "Volvo-driving, higher-education-worshipping," came to terms with a decision he did not understand. "The idea of John going straight into the Marines after high school was disheartening," writes Frank, who assumed his son, like so many of his classmates, would simply follow the preppy path of least resistance and head for college. Safe and cozy in the Boston suburbs, Frank admits he even found his son's choice a little "embarrassing. Wasn't the military there to help poor kids make something of themselves?"

Well, no. In 1999 John went through boot camp on Parris Island, S.C. The physical and mental ordeal transformed him from a dreamy, unfocused suburban teen into a tough, self-possessed warrior. Frank, now 50, went through his own change—gaining respect for his son as well as the military. "John has connected me to my country in a new way," he says. "Now that it is my son out there watching my back, I feel shame at my past condescending attitude about military service always being someone else's job. I also feel immensely proud of him."



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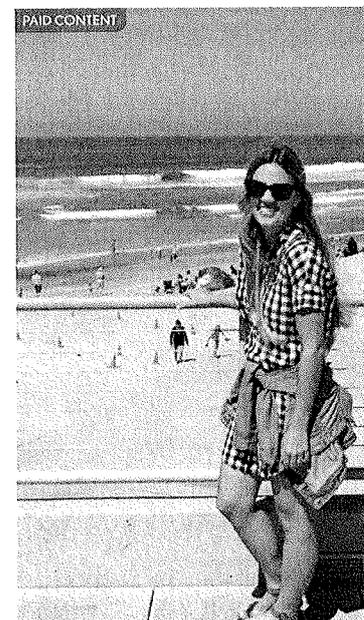


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teaches at Waring, the prep school John attended. "And it helped my dad to know himself a lot better." Frank agrees. "Writing the book got our relationship back on track," he says in the breakfast room of the family home in Salisbury, Mass.

"I didn't understand why John was joining the Marines, and I felt helpless," says Frank's wife, Genie, 51. "The book put things in order for me." The volume also built a bridge between Frank—author of the novels *Portofino* and *Saving Grandma*—and his son, who had clearly inherited Frank's love of books, if not schoolbooks. At Waring, John says, "I remember skipping all my homework so I could read what I was interested in."

Other than frequent furloughs to appear on TV or go to book signings, John gets no special treatment from the Marine Corps. "He is one of the better Marines here," says Maj. Rick Rochelle, his commanding officer at the Maryland base where John has been stationed for the past year. "I wish I could clone him."

Or at least convince him to reenlist. John hasn't decided what he'll do when he gets out in August of 2004. Meanwhile he continues to write, as does Frank, who will have a novel, *Zermatt*, out this fall. And both spend time replying to hundreds of letters and e-mails, mostly from other servicemen and their families. The saddest come from parents who have lost children. "I don't feel worthy of their praise," says John. "I've never been in combat."

Not yet, but John has just been deployed to the Middle East. Talking about it brings Frank close to tears. "All I can say is that now that John has been sent over there, I'll do what most of the parents I've been talking to," he says, "and that is pray a good deal and ask for the angels to protect him."

Max Alexander in Salisbury

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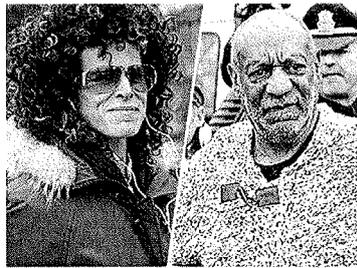
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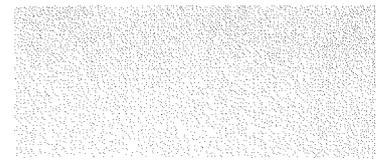
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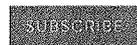
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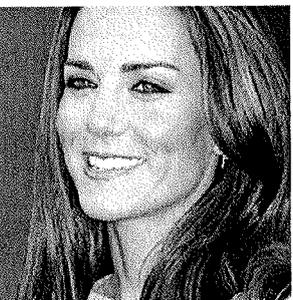
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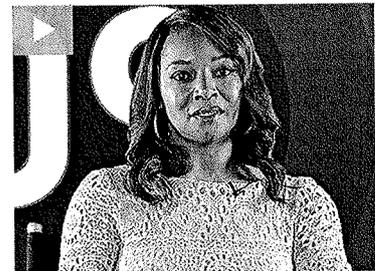
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BY STEVE DOUGHERTY UPDATED 11/06/2000 AT 01:00 AM EST • ORIGINALLY PUBLISHED 11/06/2000 AT 01:00 AM EST

He may be conservatism's bright young wit, but there's nothing straitlaced about the way Washington commentator Tucker Carlson weaves through the capital's afternoon traffic. In his air-bagless 1987 Volvo, he drives with his seat belt defiantly unbuckled. "I have to wear it?" he asks incredulously. "It's insane! I'm pro seat belt in the abstract; I just can't rise above the authority issue." In fact, air bag and motorcycle helmet laws, or virtually any regulation that he deems a government "nannyism," make the magazine writer and CNN political commentator pound the steering wheel in exasperation. "God, that makes me mad," he exclaims while describing how he petitioned the Department of Transportation for permission (which he received) to remove the air bags from his other set of wheels, a 1998 Chevy Suburban. "It's my car!"

As a man with a heightened sense of outrage and humor, Carlson, 31, has made fans in surprising places with his politically incorrect wisdom. On the staff of Washington's conservative Weekly Standard magazine, Carlson—and his signature bow tie—also appears regularly on CNN's Inside Politics and The Spin Room as well as ABC's Good Morning America, and occasionally contributes his contrarian views to Talk magazine. "He's biased, but accurate," says James Carville, the fiercely partisan Democratic strategist whom Carlson has profiled in the Standard. "I may not agree with every conclusion he drew, but he didn't make up facts to get his conclusions. He's a good guy."



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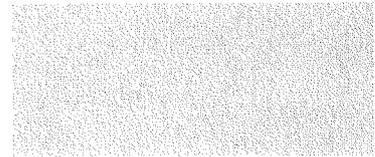
He's also bipartisan when it comes to hurling barbs. Yes, Carlson has blasted Gore for opportunism, but he just as easily ticked off Bush supporters last year with a controversial Talk article that took the Texas governor to task for mocking a death row inmate's plea for clemency. "If a person needs to be throttled," says Carlson, "throttle him. I would never want to be thought of as a mouthpiece for a group or an ideology." Says his liberal Inside Politics counterpart, TIME scribe Margaret Carlson (no relation): "He doesn't parrot the party line. Tucker is commenting straight from his gut."

And aiming for the funny bone. "Tucker is funny," says The Washington Post's Howard Kurtz, "which immediately separates him from 95 percent of the political prognosticators."

Carlson's pedigree distinguishes him as well. His Republican father, former journalist Dick Carlson, now 59 and an Internet entrepreneur, was ambassador to the Seychelles, islands off the coast of Africa, during the Bush Administration. Tucker and younger brother Buckley, now 29 and a Washington policy analyst, were raised in La Jolla, Calif., by their father and stepmother, Patricia, 55, after their mother left home when Tucker was 6. Though a lackluster student, Carlson was an avid reader who had devoured War and Peace by age 10 and would become a boarding school debate team star at St. George's School in Rhode Island, where he met and wooed the headmaster's daughter Susie Andrews, now 31. "She was the cutest 10th grader in America," he says. Says she: "There was a bounce in his walk. He was in his khaki pants and ribbon belt and I thought, even then, he seemed so optimistic and positive."

Despite the preppy look, Carlson attended Grateful Dead concerts while a student at Trinity College in Hartford, Conn., where he majored in history. "We didn't look like conservatives back then," says college pal Neil Patel, now a lawyer. "People never really knew what he was going to say."

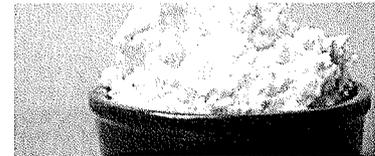
Carlson himself had no such problem. In 1991, six months before graduating from Trinity, he asked his former headmaster for Susie's hand in marriage. "All very 19th-century," he says, "but a good thing to do." Today the couple live with their children—Lillie, 5, Buckley, 3, and Hovie, 1—in the 1906 farmhouse they renovated in Alexandria, Va., a short drive from Carlson's office at the Standard, where he has worked since 1995. "He's so imaginative with them," says Susie about her husband, who reads to the children constantly and, each July 4th, teaches them the meaning of the Constitution by reading the Bill of Rights and setting off a firecracker as he recites each liberty. "It's good not to take our freedoms for granted," says Carlson, who further instills civic pride in his kids by flying an American flag in the front yard every day of the year. "Patriotism is so uncool, but they don't know that."



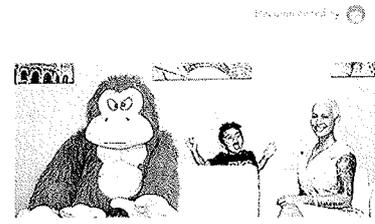
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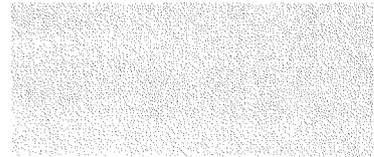
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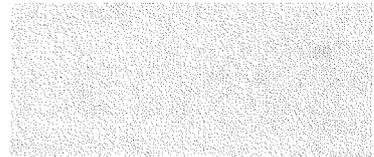
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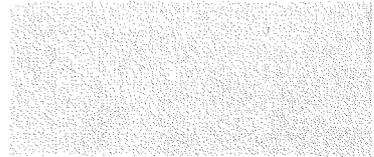
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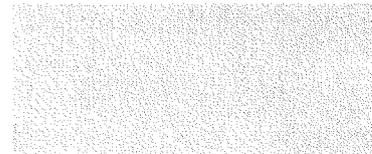
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BY ANNE-MARIE O'NEILL UPDATED 06/29/1998 AT 01:00 AM EDT • ORIGINALLY PUBLISHED 06/29/1998 AT 01:00 AM EDT

Alma Adamkus was skeptical of her husband's retirement plans. After almost three decades as a high-level bureaucrat in the Environmental Protection Agency's midwestern division, Valdas Adamkus professed that he wanted to live out his golden years working on his golf swing and puttering about the couple's three-bedroom home in the Chicago suburb of Hinsdale. His wife didn't buy it for a second. "He's the kind of person," she says, "who can't just sit home and do nothing."

Alma, 71, knows her man. Just one year after leaving the EPA, Adamkus, 71, is now four months into his term as president of Lithuania, the former Soviet state he reluctantly fled as a refugee freedom fighter half a century ago, dreaming that some day he would return. (Much to the chagrin of his political rival, a 44-year-old prosecutor, a Lithuanian court ruled that Adamkus's many visits over the years fulfilled the three-year residency required of candidates.) But his victory, albeit by a slim margin, seemed nothing short of remarkable. "I doubted he could win," says longtime friend and Chicago resident Algimantas Kezelis, 64, "but his desire to serve the people came through."

For Lithuanians, whose troubled republic of 3.8 million has suffered a half century of invasion, communism and political corruption, the sturdy Adamkus appeared to offer stability. "He ran as someone who could quiet the country's political conflicts," says Jurate Novagrockiene, a professor of international relations at Vilnius



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full of enthusiasm to have a real sense of the difficulties ahead," says Adamkus, who hopes to restore the nation's social and economic fabric to a level that might someday secure membership for Lithuania in NATO and the European Union.

Since his inauguration on Feb. 26 (one day after giving up his U.S. citizenship), Adamkus has applied his austere personal style to his lofty new office. Though the 14th-century palace where he will work once housed Russian czars, Adamkus's car is a practical Volvo and the first lady prefers to shop on foot. And they rarely venture out at night, Alma explains, because Adamkus believes his six bodyguards "would be happier at home with their families."

The son of a military officer and a government worker who divorced when he was young, Adamkus grew up in a quiet middle-class neighborhood in the city of Kaunas. But then Lithuania became a revolving door in the Second World War, invaded first by Soviet troops, who were chased out by Hitler's army, only to return as Germany fell. During the Nazi occupation, 15-year-old Adamkus edited an underground newspaper—Youth, Be On Guard!—and later tried to assemble a group to fight Stalin's Red Army. "We knew we'd face the firing squad if we were caught," he recalls.

As Vilnius fell to the Soviets, Adamkus hid under a tank on the last German train out and was reunited in Germany with his mother, stepfather and their two children in a refugee camp. He emigrated to America in 1949, arriving with one suitcase, five dollars and his relatives. He was later joined by Alma, whom he had met in the camp, and they married, settling in Chicago, where there was already a strong Lithuanian community. Adamkus worked in a car plant while earning a civil-engineering degree from the Illinois Institute of Technology at night, and he became active in the local Lithuanian independence movement. Later, with the EPA, he took every chance to return to his homeland on environmental projects and to address compatriots over the Voice of America. "I knew the day would come," he says, "when my country would be free."

That day dawned in 1991 with the collapse of the Soviet Union. In 1993, while on leave from the EPA, Adamkus heard the first whisper of his new calling while managing a friend's unsuccessful campaign for president. "Wherever I showed up," he recalls, "people asked me why I was campaigning for someone else."

Despite the social and fiscal strife that gnaws at his tiny nation, Adamkus, who has no children of his own, sees cause for optimism in Lithuania's youth, who have retained their language and culture despite the Soviet occupation that he fought as a young man. "These people," he says proudly, "will never give up." Which makes it all the



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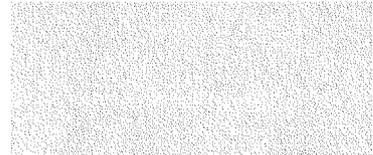
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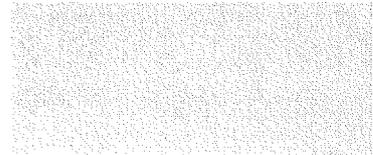
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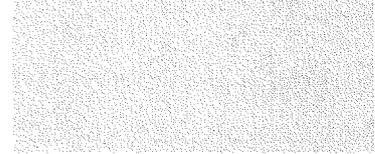
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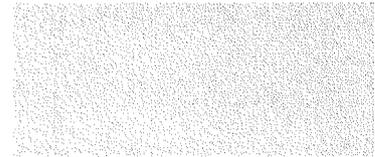
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## Eddie Money

From Partying to the Pta, He's Still Makin' Change

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"You turn around one day and you've become a father. It's like, 'Whose kids are these? Wait! They're mine!'"

says Eddie Money (né Ma-honey), 47, in the busy kitchen of his suburban Los Angeles ranch house. "Suddenly you find yourself doing things you never thought you'd be doing." In the late '70s, he was doing the expected: making meat-and-potatoes rock hits (including "Baby Hold On" and "Two Tickets to Paradise"), living the limo life and getting high. In 1980, Money inhaled a powerful barbiturate that he thought was cocaine. The overdose left him with a badly damaged sciatic nerve. (His '82 hit album, *No Control*, recounts the experience.) "It was very scary," recalls the son of a New York City policeman. "I was in physical therapy for more than a year." But, despite a first marriage that was unraveling and a spell in rehab, he continued his wild ways.

Falling for Laurie, a model, in 1985 finally paved the road to sobriety. When they met, "I really didn't know who he was," she says. "I used to get him mixed up with John Mellencamp." She adds, "He was really interested in having children, but he had to stop doing what he was doing. Otherwise, I wouldn't have stayed." They had Zack right off the bat, Money joined a 12-step program, and the couple married in 1989. These days, there's a Volvo in the driveway instead of a limo. He'll cancel a concert to attend one of the kids' ballet recitals. Sometimes the whole family joins him on the road, where he sings his old hits as well as selections from his latest album, *Love and Money*. His greatest excitement now is zipping around the neighborhood, where he has been flagged twice for speeding. "They caught me doing 37 in a 25-mile-per-hour zone," he says. "Now I have to stop the tour on one Saturday in July so I can do this damn traffic school. Can you believe it?"

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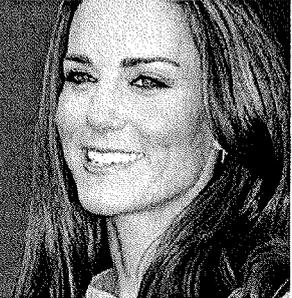
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# Helen Hunt: Actress



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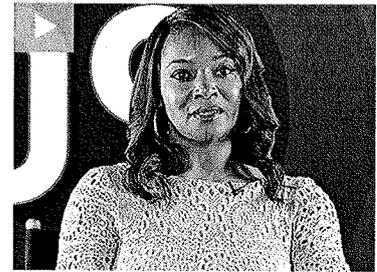
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"She walks like a duck, her lips are much too thin, and she has a slightly crooked nose," London's *Sunday Times* gossip writer Taki recently observed. "But the overall effect is to die for." Whether she's draped in baggy sweats on NBC's *Mad About You*, sporting a dirty tank top in *Twister* or a waitress's apron for her Oscar-winning turn in *As Good as It Gets*, Helen Hunt, 34, takes a unique bend in the beauty road. It's hard to imagine another star offering to pay for a reshoot of a closeup because she looked too good for her character. "She was gleeful in looking worse," says *As Good as It Gets* director and coproducer James L. Brooks.

The 5'7" actress's disregard of conventional Hollywood preening and posing is the result of growing up in showbiz. The daughter of Gordon Hunt, an acting coach and director, and Jane, a photographer, Hunt nailed her first job at age 7 on *The Mary Tyler Moore Show*, playing Murray's daughter, and has been in front of the cameras ever since. Intensely private, she won't discuss her five-year relationship with actor Hank Azaria, who does voices on *The Simpsons* and made a campy splash as *The Birdcage's* gay houseboy. And forget the whole Beverly Hills show-mansion gig.

Hunt, an opera lover, lives in the down-market San Fernando Valley and commutes to work in her sedate black Volvo. As for hitting the premieres and parties, she'll take a pass. "I probably haven't gone out for a New Year's since I was about 19," she told *INSTYLE* last December. "I've probably rung in the last few New Years in my pajamas." Even so, her allure is anything but plain-Jane. "She's a great gal, as we used to say," *As Good as It Gets* costar Jack Nicholson enthused in *TIME*. "She's a babe."

To stay that way, Hunt works out four times a week, but her warm skin tones and blonde tresses do best when left alone. "Even her most



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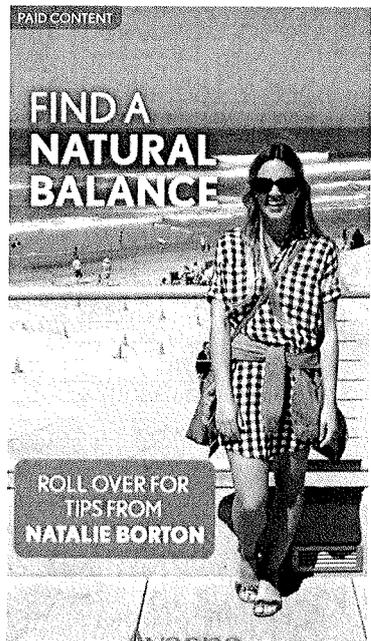


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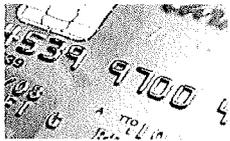
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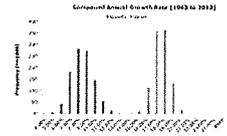
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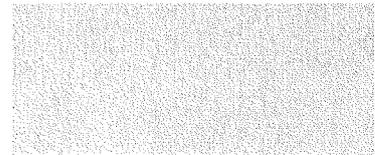
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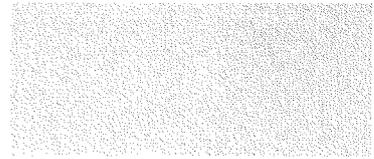
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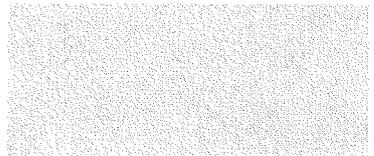
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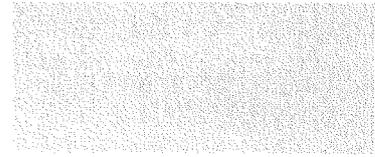
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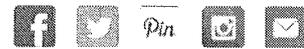


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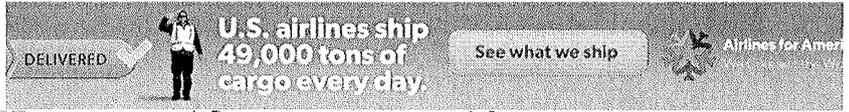
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## Up & Coming Lawyer: Monique Hawthorne

By: DJC Staff in Focus on Law | November 15, 2010 8:47 am



**Davis Wright Tremaine LLP**

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Monique "Mo" Hawthorne advises clients about real-estate, land-use and environmental issues. But she's also passionate about sustainable design construction. Driven by that passion, she became certified in the U.S. Green Building Council's Leadership in Energy and Environmental Design green-rating program and helped to build the first Passive House in Portland with her husband.

Hawthorne is similarly dedicated to raising awareness about human trafficking. She volunteers as a justice advocate for International Justice Mission, organizes fundraisers for groups that work to combat human trafficking, and leads seminars to educate community members how to spot and help victims of trafficking.

As a member of Oregon Women Lawyers and the Oregon Minority Lawyers Association, Hawthorne works to advance women and minorities in the legal profession. And, as a volunteer for the legal clinic at Outside In, she provides pro bono services for homeless youth and other low-income people who are

"I have to be honest. When I started volunteering there, I was not at ease because these were the same faces I saw asking for spare change downtown," Hawthorne said. "These were the people whose eyes I would avoid on the street."

"In working with these clients, I've come to realize that sometimes all that's needed is for someone to look them in the eye and treat them with dignity."

### Q&A

**What was the worst U.S. Supreme Court opinion of all time?** *Korematsu v. United States*. The Court approved the internment of Japanese Americans as a racial group without individual determinations of political loyalty – it should act as a reminder for our country today that ignorant fear should never be what guides us.

**What is the best part of being an attorney?** Always being challenged with the work I do.

**What is the toughest part of being an attorney?** Having to tell a client that what they want to do, or what they have already done is wrong under the law.

**How has the reality of a legal career differed from what you anticipated when you first started law school?** I always thought I would be a litigator arguing in front of a jury. Through a series of events and some belly-button staring, I decided to be a transactional attorney.

**If you hadn't become an attorney, what career would you have pursued?** I probably would have gotten my PhD and worked as a policy analyst in D.C.

**How would your mother describe you in one word?** "Chiah," a Taiwanese word used to describe someone who's a little crazy, headstrong, and outspoken at the same time.

**If you could change one thing about yourself, what would it**

**be?** I would change my sensitivity to things people say. I often take things too personally and wish I could just have it roll off my back.

**What is the first concert you went to?** Midori, the violinist; I still remember her pink magenta ball gown.

**What was your favorite pet's name?** Mooney.

**Which living person do you most admire?** My parents. Like many other hardworking immigrants, they pursued the American dream for their kids by leaving behind everything they knew.

**What was your first car?** A Volvo, best car ever.

**Finish this sentence: Happiness is ...** Spending time with family during Thanksgiving dinner with all the traditional fixings plus the 12 other Taiwanese dishes my mom cooks.

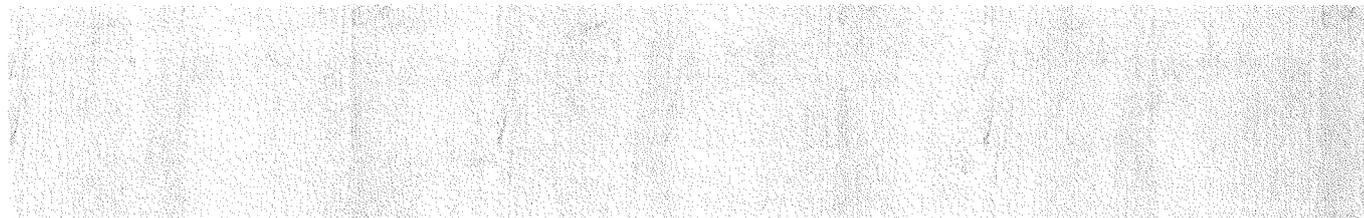
**What is your motto?** Love your neighbor as yourself.

**You've been given the chance to spend part of your time as a superhero. Who are you and what is your super power?** I'm Storm, from the X-men. I can fly and control the weather.

**Tell us something about yourself that might surprise most people.** I am a couch potato, but the voice of my conscience and my husband help me choose a healthier option.



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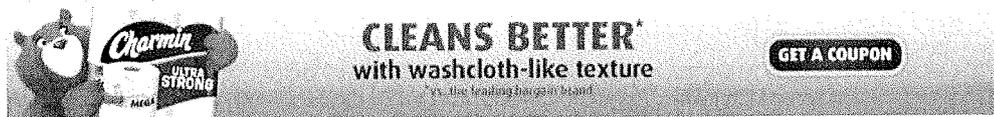
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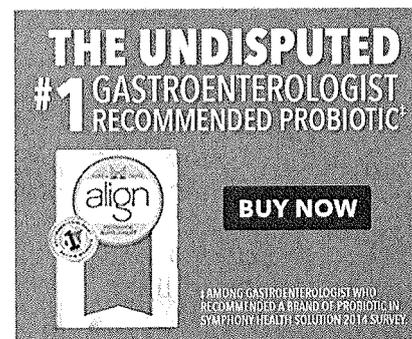
In the department of "you've got to be freaking kidding me," some on the (far) right are arguing that Americans should refuse to buy Chrysler and General Motors products as long as the Government (and in some cases the United Auto Workers) own a stake.

Let's start with that paradigm of patriotism, Rush Limbaugh:

Nobody wants to support an Obama company. For those of you for those of you that work at GM you have to understand the people angry are not angry at you. They're not angry at General Motors. The people saying they don't want to buy anything at General Motors are not mad at General Motors. They don't want to patronize Obama. They don't want to do anything to make Obama's policies work!

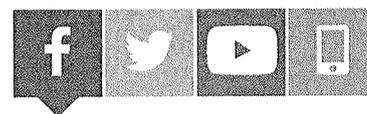
This is an untold story, by the way. Of course, the government-controlled media is not gonna report anything like this but there are a lot of people who are not going to buy from Chrysler or General Motors as long as it is perceived Barack Obama is running it, because people do not want his policy to work here because this is antithetical to the American economic way of life. The government does not own car companies; the government does not design cars, not in a country that works. So people aren't going to buy products from companies that Obama runs.

Limbaugh goes on to insist that he doesn't want GM to fail, but he then says this in response to a caller:



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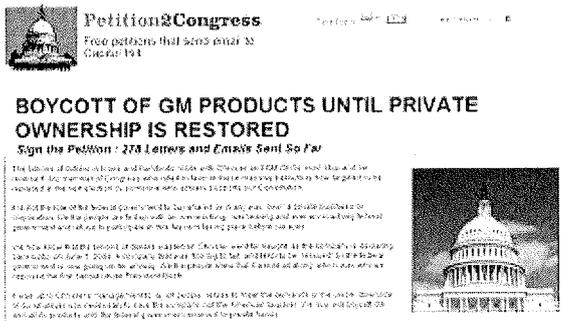
# H Can We Make "Buying American" Cool Again?

Obama ends up controlling and running — the American people are not going to want it to succeed. So I want all of you who work at General Motors and all of you who are members of labor unions to understand that the opposition to you is not because of you.

Limbaugh isn't alone. [Hugh Hewitt has called for a boycott:](#)

In the effort to reverse this lurch beyond the farthest left fringe of previous Democratic statist urges, individual Americans have a role to play. They have to say no to GM products and services until such time as the denationalization occurs. This is a painful conclusion for those of us with friends still working for the company, and who had supported aggressive efforts to help the private company restructure. But there isn't any alternative, every dollar spent with GM is a dollar spent against free enterprise. Every car or truck purchased from Government Motors is one not purchased from a private car company that competes fairly against all other car companies.

There's even an online petition going around (screenshot via [The Detroit Bureau](#)):



This is crazy. Instead of Buy American, some on the right want you to Boycott American. (Imagine what these guys' response would be if the French or the Chinese were to suggest that.)

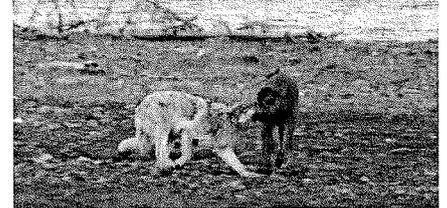
Perhaps the best response to this foolishness is to *buy an American car*. GM has nearly a dozen new cars already on the market or about to roll out that compete with or beat the best that other car companies have to offer. Ford is producing some spiffy models as well.

The problem, of course, is that in far too many circles, American-made cars are still regarded as little better than junk. As [WaPo's Warren Brown noted](#) back in March,



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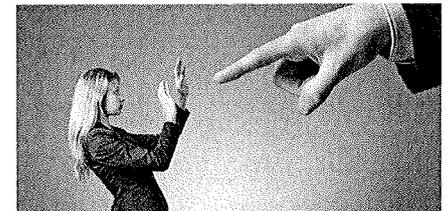
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## **H** Can We Make "Buying American" Cool Again?

automobile industry, we heard lots of talk from Capitol Hill about Detroit's need to "restructure," Detroit's need to make cars, and fewer trucks, that "Americans want to buy."

It was bunk fueled by bias. The self-evident portion of that bunk is that 48 percent of the new cars and trucks sold in this country are built by General Motors, Ford and Chrysler. That's pretty darned good defense of a home market that is wide open to car manufacturers from all over the world, including foreign manufacturers ably assisted by hundreds of millions of dollars in tax breaks from states seeking new factories.

The bias is more subtle. To detect it, you have to spend time trolling the garages and parking lots of Capitol Hill. Lots of Acura, Audi, BMW, Honda, Mercedes-Benz and Toyota cars are in those places. After a while, it becomes clear that it's not so much that Detroit does not make cars Americans want to buy. What's obvious is that many of the people who were sent to Washington to represent America are no longer interested in taking what America is making...

Detroit makes good cars. The only people who don't know that are people, who for reasons both valid and ill-founded, long ago abandoned Detroit.

But it's not just politicians. If you live in a big city outside of the industrial Midwest, look around. Hardly anyone drives American cars anymore. And tell the truth — whenever someone you know has bought an American car, weren't you just a little bit surprised? Didn't you wonder why they didn't buy the comparable Toyota or Honda (or Lexus or BMW)?

To be completely transparent, I'm as guilty of this as anyone — we bought a Volvo S40 in 2006, and didn't even look at American brands when we shopped.

It's time to face facts. For far too long, liberals have bought foreign brands. Owning a foreign car is as much a part of the lefty/coastie/academic community's self-image as lattes, Whole Foods, yoga, and Mac laptops.

We — all of us, including me — need to acknowledge our share of the responsibility for having "abandoned Detroit." We need to understand that any effort to rebuild the American auto industry requires each of us to start buying American again.

If you really care about the American worker, if you really want to help turn around the economy, and if you really want President Obama to succeed, there is nothing more important that you could do today. As Hewett noted, we all have an individual role to play. Let's change the way we think and what we regard as trendy.

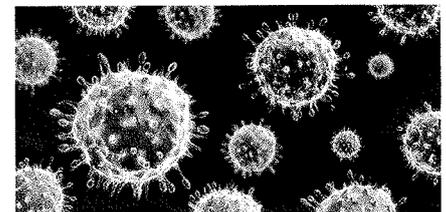
It's not like we have to sacrifice for this to happen. Detroit is producing great cars these days. And many are cheaper than their foreign competition. They should be flying off the lots. And right now, they're not.



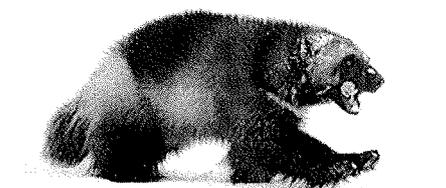
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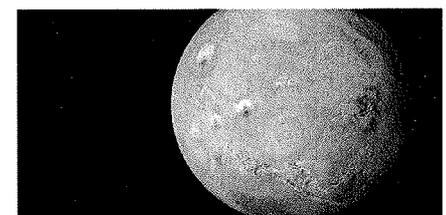
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so that high school boys will want to drive Mustangs, Camaros, and Tesla Roadsters instead of Porsches and Lamborghinis. Let's make it so that athletes will want buy the Cadillac STS instead of the BMW 5 series.

Let's make it so cool that one day soon, Rush Limbaugh will mock a progressive candidate for President because she drives a Chevy Volt.

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**Can We Make "Buying American" Cool Again?**



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AUTOS - INDUSTRY

## Volvo Will Buff Its Brand

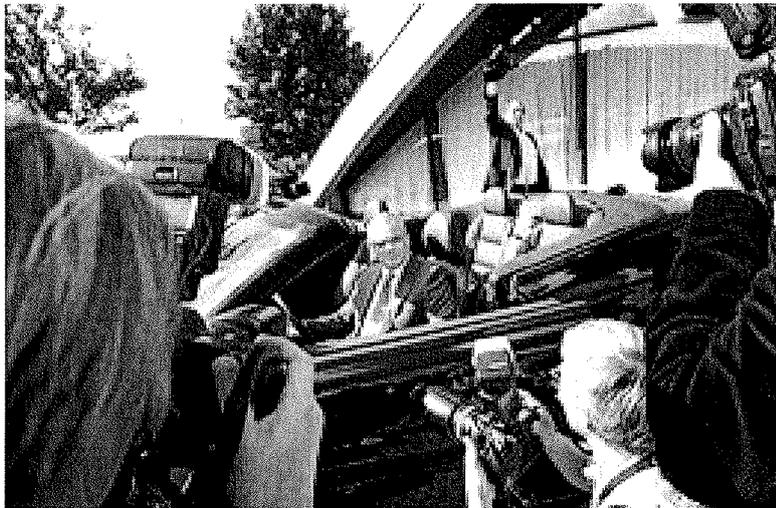
Swedish Auto Maker Looks to Upgrade Its Lineup, Weighs 'Retro' Style Cars

By NORIHIKO SHIROUZU

Updated Aug. 19, 2010 12:01 a.m. ET

BEIJING—Volvo Cars will have to upgrade its image to more clearly define its brand, said Stefan Jacoby, the new chief executive of the Swedish auto maker, which was recently acquired by China's Zhejiang Geely Holding Group Co.

Creating bigger and more luxurious cars is one direction Geely Chairman Li Shufu, who also recently became chairman of Volvo Cars, has suggested as a way to revitalize Volvo. Mr. Li projects the brand will turn profitable this year.



Newly installed Chief Executive Stefan Jacoby arrived Wednesday at Volvo Cars headquarters in Gothenburg, Sweden in a convertible. *GETTY IMAGES*

Mr. Jacoby said he "totally agrees with Chairman Li that we have to further upscale the Volvo brand."

As part of that effort, Volvo will try to search for "a clear definition of what the brand stands for," the German-born Mr. Jacoby said in a telephone interview from Sweden.

An additional way to upgrade Volvo, Mr. Jacoby said, may be to pump more emotion into the brand, which has centered on safety and wholesomeness, by going retro, as Volkswagen AG and BMW AG have done by creating modern versions of classics such as the Beetle and the Mini Cooper.

Asked if any such retro move at Volvo might mean coming up with a modern version of the Volvo Amazon, a mid-size car manufactured by Volvo Cars from the mid-1950s and throughout the 1960s, Mr. Jacoby said that was a possibility.

"It's too early to say, but it is a strategy to emotionalize a brand," Mr. Jacoby said. "The genes of those cars could be continued into today's cars." The executive—Volkswagen AG's former U.S. chief who only started as Volvo Cars CEO on Monday—said he couldn't provide a clear direction or a solution as yet. But creating a retro Amazon could be possible, he said. "Definitely that's one way to put Volvo into a sharper focus."

In interviews, Mr. Li, the Geely chairman, has said a key ingredient of Geely's strategy for Volvo now is to turn Volvo into a more full-fledged premium brand by adding bigger and more luxurious cars to the product lineup. Mr. Li reiterated in an interview with the Wall Street Journal earlier this month that Geely eventually would like to build a Volvo plant in China to meet demand for Volvo cars in the country, which displaced the U.S. as the world's biggest auto market last year.

Given Mr. Li's presence as chairman of Volvo Cars and his reputation as a hands-on manager, some observers believe Mr. Jacoby may have difficulty prevailing over Mr. Li in formulating a new strategy for Volvo Cars.

Stephen Odell, CEO of Volvo Cars until Mr. Jacoby's appointment was announced earlier this month, has returned to Ford Motor Co. as chief executive of Ford Europe. Geely purchased Volvo for \$1.8 billion, including a \$200 million note and the balance in cash.

"Volvo has very good brand foundations, such as safety but also reliability, quality and Swedish creative design. These are good elements which actually define the brand Volvo. But yes, we have to further develop a very sharp brand positioning for Volvo," Mr. Jacoby said Wednesday.

Geely's Mr. Li earlier this month projected Volvo Cars would be profitable for the whole year, after reporting operating profits in the first two quarters, although he declined to quantify the 2010 profit and wouldn't forecast a similarly positive outlook beyond 2010.

In transforming Volvo into a more luxurious brand, Mr. Jacoby said he does not aim to imitate others in defining the brand. "One thing that's crystal clear is that we will not copy... BMW or any other premium competitors," he said. "We will define our own positioning for a premium brand."

Write to Norihiko Shirouzu at [norihiko.shirouzu@wsj.com](mailto:norihiko.shirouzu@wsj.com)

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# Volvo's Self-Stopping Car

Volvo wants to believe it's the safest car company in the world: That image sells a member a very effective print and TV ad based around the phrase, "Here, take the Volvo." Say your daughter is headed out into the eye of a storm and planning to take her old beater. Dad hands her the keys to the safety car instead. Hey, it worked for me.

Some years ago, I was in Sweden on Volvo's race track and tested out what was then an embryonic radar-based brake collision warning system (it saw production in 2006). The company set up a huge foam rubber car in the center of the track and had me drive toward it at full speed. Just before impact, the car slammed on the brakes. I still hit the dummy, just not as hard as I might have. Actually not hitting it would have been more satisfying.

There were some bumps in the road to developing the system.

Fast forward a few years and now Volvo is prepared to introduce, on the 2011 S60, a \$2,100 option that uses both radar and a forward-looking camera to avoid hitting pedestrians. At all. Not even a light tap. If the camera and the radar agree that the obstacle up ahead is a person, the car is going to stop, even if you're a distracted driver chatting on a cellphone.

The system is supposed to stop cars going 22 mph or less, which could mean it's ineffective for people who race through residential neighborhoods at 50 or more. Still, it's a sophisticated approach to pedestrian safety, a major concern in Europe (where high transit use ensures walking) but not yet in the less-walkable U.S. (even though traffic accidents killed 4,600 American pedestrians in 2007, a number that holds fairly steady).

The states with the highest number of pedestrian fatalities as a percentage of total accidents are New York, New Jersey and the District of Columbia, since they actually have pedestrians. Montana, where a pedestrian would be a major event, is last in line.

The self-stopping car is now touring Washington state, and the state has rigged up a baseball cap-wearing dummy that manages to keep its hat on. I was on Seattle's NPR affiliate, KUOW, talking about all this. They're kind of caffeinated normally out there, but they seemed extra excited about this.

But frankly, avoiding hitting pedestrians is just a fraction of what the Europeans (who suffer through 7,000 pedestrian deaths annually) have been up to. Automakers there agreed to incorporate pedestrian protection



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German electronics giant Siemens developed a bumper-mounted fiber-optic system that can, within three milliseconds, determine whether the vehicle has just hit a person or an inanimate object like a lamppost. In 30 to 60 seconds, it can raise the hood to create what the company calls “a catching device to absorb the impact energy.” In other words, it cradles you on the hood instead of letting you go flying off in all directions.

That’s what I’m talking about! That’s pedestrian safety! And now we’re seeing a little bit of it here, from Volvo (ironically now owned by an auto giant in China, which has a less-than-stellar auto safety record). We’ll see how the two cultures combine. Volvo has told me that the Chinese are hands-off so far. That’s probably the wiser course.

*Jim Motavalli covers the auto industry for the Mother Nature Network.*

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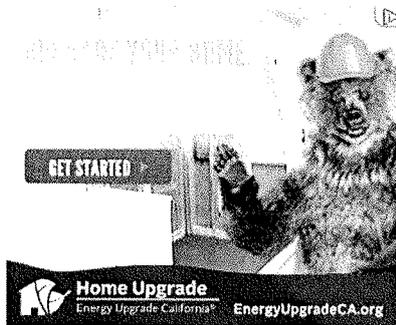
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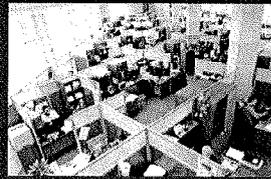
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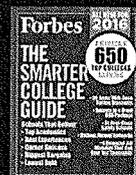
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Charles Dubow



9/07/2004 @ 12:01AM

## 2004 Volvo XC90



Courtesy Volvo

### Overview

Is the **Volvo XC90** the perfect car? It very well might be.

Of course, we have to qualify that. What we really mean to say is that it might be the perfect SUV for people who: have families, or live in remote, inaccessible places, or especially care about safety features, or hoot at turbo-charged driving, or like intelligent, well-designed vehicles, or are attracted to a good value, or are just Volvo fanatics.

The point is that Volvo has done a great job with the XC90. How great a job can be seen in the sales success it has enjoyed since it went on the market in October 2002: Overall, through the end of July 2004, 61,776 XC90s have been sold. U.S. sales in 2003 were 35,791 and through July of this year, 21,606.

Now, while that may not seem like much when stacked up against sales monsters like the **Ford Explorer** or the **Cadillac Escalade**, which have sold hundreds of thousands of units, it is very respectable for a car company that has always been regarded as a niche brand. Considering that Volvo is one of the few divisions of parent company Ford Motor that is enjoying healthy sales, it makes the success of the XC90 more impressive still.

Typically, cars and light trucks with a foreign nameplate—even if, as in Volvo's case, it's owned by an American automaker—don't sell in the same kind of volume as "domestic" brands like Ford. However, looked at in proper perspective, since it was introduced the XC90 accounts for 27% of total sales for Volvo—which is a success by any measure.

Before Volvo introduced its first-ever SUV there were some critics who believed that the company was coming too late to the party. Others felt that it was a stark example of how Ford was trying to Americanize the Swedish carmaker, ignoring its long history of individuality and safety.

They were both wrong. The XC90 is able to incorporate many of the best features of its competitors in an elegant, Nordic style. So instead of being late,

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National Highway Traffic Safety Administration's 2004 Rollover Ratings.

What else did we like so much about the XC90? Read on.

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## From the Driver's Seat

Car reviewers get a chance to try out a lot of cars and after a while we tend to develop a "Goldilocks Syndrome": Some are too big, some are too small, some are just right. The XC90 was just right.

This is not an SUV you need to climb into, nor is it too toy-like, like some of the crossovers now on the market. However, like most well designed cars, the interior seems roomier than one would expect. There is ample head and shoulder room, and even taller drivers will find their legs don't feel cramped. Best of all, however, is the optional third row of seats that can increase the number of passengers to seven (assuming those who sit in the back are small enough to wedge into the tight leg room). While it adds an additional \$1,700, the "Versatility package"—which comes with not only the third row seats but also air conditioning, headphone jacks, and more—is well worth the price.

Other thoughtful touches include 12 standard cup holders, four of which are placed in the pockets of the side doors. One usually expects to find this kind of family-friendly practicality in minivans, not SUVs.

But the XC90 is unlike other SUVs in more meaningful ways as well. Based on the same P2 large car platform as Volvo's flagship S80 sedan, it does not offer the kind of truck-like ride that drivers have come to accept from many SUVs.

The XC90 comes in three trim levels: The \$34,790 2.5T 2.8-liter turbocharged five-cylinder engine with 208 horsepower; the \$36,565 2.5T with all-wheel drive; and the \$40,965 T6, which comes with AWD and a twin-turbocharged six-cylinder, 2.9-liter engine that produces 268 horsepower and 280 lb.-ft of torque at 1,800 rpm. The 2.5 and 2.5T with AWD come with standard five-speed automatic transmission; the T6 only comes in four-speed auto.

All models are turbocharged, but the T6 is that much faster. That speed is particularly useful considering that at 4,639 pounds, it is also one of the heaviest SUVs in its size class. The comparably sized and priced **Acura MDX** weighs 4,510 pounds, and the **Toyota Highlander** is 3,935 pounds. (The **Volkswagen Touareg** is the heavyweight of the group, with all three trim models weighing in at over 5,000 pounds.)

On the road the XC90 is a pleasure to drive, although we preferred the T6 because those twin turbos really know how to blast off. The AWD feature is also recommended because while the XC90 is good on dry surfaces, because it's a Volvo it's also right at home in the snow. Volvo fans know that acceleration and torque are two of the marque's secret weapons but most



Of course, what people won't be surprised to learn is how much emphasis Volvo placed on safety when building the XC90. Few SUVs scored better than the XC90 on the NHTSA rollover rating—notably the [Chrysler Pacifica](#) and [Nissan Murano](#), which are cool but both so low-slung they look more like station wagons, and the itty-bitty but impressive [Honda Pilot](#).

That's because Volvo's engineers have given the unibody XC90 a low center of gravity, a long 112.6-inch wheelbase and a width of nearly 75 inches, thus enhancing its stability. To make it even less prone to rollover, it comes with Rollover Protection System with Boron steel reinforced roof structure and Roll Stability Control features standard.

Also standard are anti-lock disc brakes and anti-skid and traction-control systems, front torso side airbags, and head-protecting curtain side airbags covering the first two seating rows.

There are plenty of other goodies such as heated front seats, power glass moon roof, DVD navigation, premium sound system and a reverse warning system, which will add several thousand bucks to the price. You don't need them but they are nice to have and add to the overall enjoyment of what is already a great car.

If there is one Achilles' heel to the XC90—and it's one shared by most SUVs—it is its fuel economy. The 2.5 gets 18 mpg in the city and 24 mpg highway, and the T6 gets an even less impressive 15 and 20 respectively. Still, it is better than the Acura MDX, the **Lexus RX 330**, the Ford Explorer and most other SUVs in its class.

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However, as in all things, your needs may not be adequately addressed by the XC90, despite its excellence. For example, you may have a very large family and find that the seating available in the Volvo is too limited, in which case you may opt for a larger SUV like a **Chevy Suburban**. Similarly, you may find the cargo room inappropriate for moving several tons of compost on a regular basis, or the engine not powerful enough to tear up stumps. If that is the case, you may be happier with a [Ford F-150](#) or a [Dodge Ram](#).

Alternately, you may want a car that is capable of ferocious speed and gazelle-like cornering, in case you may want an **Aston Martin DB9**, or any one of a number of great sports cars. Or you may want something larger and more refined, so something like the [Mercedes S500](#) or a [Rolls-Royce Phantom](#) may be more along the lines of what you need.

If these are not concerns of yours, though, go out and buy an XC90.

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## Specs

**Manufacturer Contact:** The [Volvo](#) Web site

**Color Options:** Black, Ice White, Silver Metallic, Ash Gold Metallic, Ruby Red Metallic, Crystal Green Metallic, Magic Blue Metallic, Titanium Grey Metallic

**Suspension Type:** Front: Independent strut suspension with anti-roll bar and anti-dive geometry. Rear: Fully independent with multi-link suspension

**Engine Type:** 2.5 and 2.5AWD: 2.5L 208-hp I5; T6: 2.9L 268-hp I6

**Horsepower:** 2.5 and 2.5AWD: 208 @ 5,000 rpm; T6: 268 @ 5,200 rpm

**Torque:** 2.5 and 2.5AWD: 236 @ 1,500 rpm; T6: 280 @ 1,800 rpm

**Acceleration:** 0 to 60: 2.5: 9.1 seconds; 2.5AWD: 9.3 seconds; T6: 8.7 seconds

**EPA Gas Mileage:** 2.5 and 2.5AWD: 18 mpg city, 25 mpg highway; T6: 15 mpg city, 20 mpg highway

**MSRP:** 2.5: \$34,790; 2.5AWD: \$36,565; T6: \$40,965

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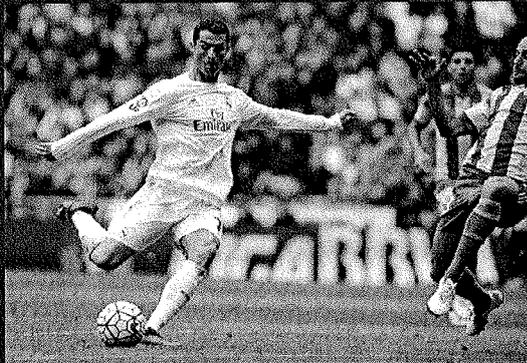
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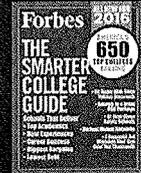
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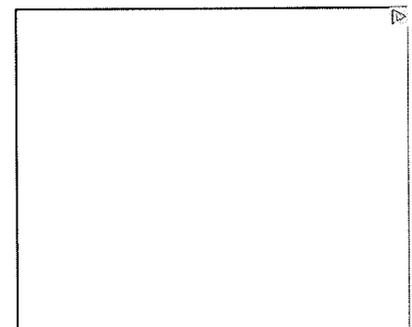
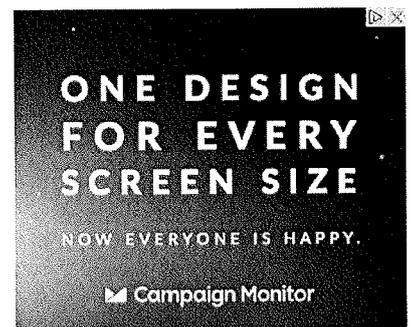
Convertibles aren't like ordinary cars.

That may seem obvious enough—everybody knows that convertibles have tops that can be lowered in the event of sunshine.

But in order to lower that top, the engineers who made the convertible you're driving haven't—or shouldn't have—merely whipped out the old blowtorch and removed the lid of the sedan/coupe edition of your car. Rather, they should have entirely reengineered it structurally so that, even though it's now become a three-sided box, a bathtub on skates, it shouldn't flex and yaw over potholes, the steering wheel shouldn't shudder and "bump steer" on imperfect pavement, and on the freeway you shouldn't be able to feel a suddenly softened chassis in the seat of your pants.

Shoulda, coulda—didn't.

Yes, we mean that although all of the above should theoretically be true of every convertible on the market, too often it's simply not a fact that all convertibles are actually crafted to such high standards.



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**Volkswagen** was designed for, even in sedan guise.

But the Ford Thunderbird—a car that was priced too high and will cease production for 2004—simply feels soft rather than lively. And you could watch the car's windshield quiver at highway speeds, a sign that, despite efforts to make the T-Bird's chassis (based on the Lincoln LS platform) stout enough sans top, Ford engineers never quite accomplished that mission.

Then we come to the car in question, the \$41,880 **Volvo C70 Convertible** with high-pressure turbocharger. This is hardly a bread-and-butter Volvo. In fact, the C70 sedan upon which the clothtop is based doesn't even exist anymore, having been replaced by the far more capable C60. So the vestigial C70 convertible soldiers on instead and is the oldest model in the Volvo line, dating back to 1996.

What this gains Volvo we're not quite sure, however. At the time the car debuted, Volvo was working ferociously hard to overcome its stodgy image, an effort that has been achieved more successfully than some might give Volvo credit for. And now, with the new **S40** and **V40** sedan and wagon coming, Volvo is at least partway (thanks to the hit **XC90** crossover) to completely overhauling its brand and its offerings.

So why leave the four-seat C70 convertible in a lineup that is otherwise quite fresh?

After all, at nearly the exact same price (\$41,800, to be exact), you can get the far newer, 3.0-liter **Audi A4 Cabrio**; throw in \$2,000 more and you can get the Audi with all-wheel drive. And while we're already up in this price range, why not mention that for \$49,920 you can get the really sexy **Mercedes-Benz CLK320 Cabriolet**? And for a smidge more (okay, \$5,000) you can step into one of the best sports cars in history, the **BMW M3** with a clothtop.

OK, that's a \$13,000 leap of logic, but the point is still that there's some very sexy iron out there (we didn't even mention the totally new **Saab 9-3 Convertible** that goes for a little less dough: \$39,995) that you might well consider instead of the Volvo.

So we ask the question again: What is this car still doing here?

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**From The Driver's Seat**

One of the reasons Volvo still sells this car is that it still sells, perhaps better than it used to, in fact. Consider that Volvo sold nearly 28,000 70-Series cars through October of this year, only a few thousand fewer than last year, even though the sedan and coupe cars were discontinued (the V70 wagon is still

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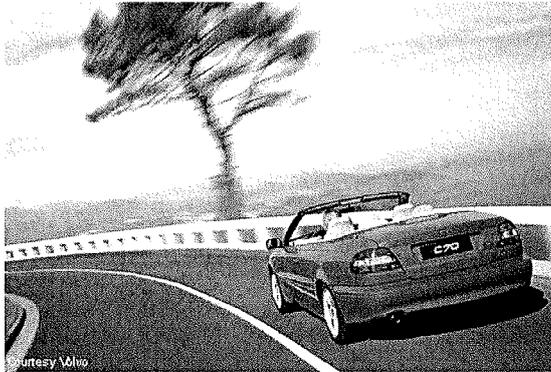


However, that doesn't necessarily make the car a wise purchase.

True, for 2004 the C70 Convertible got some minor upgrades. The low-pressure turbo base model (\$39,880) gets 197 hp versus 190 hp, while the high-pressure turbo unit we tested has jumped to 242 hp from 236 hp. More significant is the addition of two new interior seating colors, volcano red leather (which really looks like orange to our eyes) offset against aluminum dash panels, and linen white leather offset against dark Birchwood dash panels.

The orange leather of our tester was retro nifty (imagine psychedelic 1960s furniture and you get the picture), and in general the fit quality is excellent. However, if you compare this interior with that of the new Audi Cabrio, the Volvo comes up short not only on style but on substance as well. The plastics in the Volvo aren't of the same high grade as those in the Audi, and the sleekness of the cockpit layout in the Audi is simply lacking in the Volvo. And if you look at the cabin of Volvo's own XC90, it becomes clear that the C70 isn't benefiting from the brand's latest interior-design thinking.

It is true that you get a few more inches of knee room in the C70's backseat than you do in the Audi, and in fact we'd also prefer to sit in this backseat rather than in the aft quarters of the 3-Series BMW convertible. But let's face it: Buyers don't get four-seat convertibles because they intend to put passengers behind the front seats. They may put a toddler in a child seat back there, but mostly this is space for weekend luggage or groceries.



And since this is the case, then what really matters is how such a car drives. With the C70, the answer is simply not that great.

The high-pressure turbo motor has plenty of gumption, perhaps too much, since when the turbo power comes on it's all heat and fury—and torque steer. Take off from a light and you'll be fighting the wheel for control of the car. Sure, you'll launch in a hurry, but power that isn't easy to tame isn't necessarily desirable. Nor is the sound of this car's five-cylinder engine, which seemed a bit more like an appliance in terms of performance than either Audi's V-6 or BMW's straight six. That is, it gets the job done, but the aural reward is totally absent; the more it revs, the more you think of vacuum cleaners and food processors, not rocket ships.

Handling, too, is just not that splendid, compared with the competition. The chassis shudders a bit on road imperfections (you can see the windshield vibrate in these instances and feel the wheel wobble in your mitts), and, bent into a corner, the C70 goes all soft. You're expecting the tail of the car to follow the front in a linear fashion, but it feels spongier than that, as if the back wheels are trying to make up their mind where to track.

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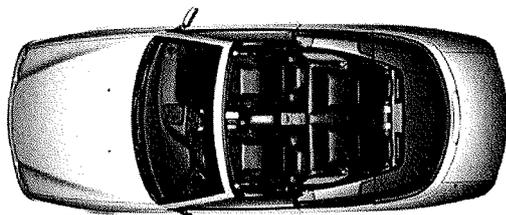
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you have to pull the parking brake to engage the roof, so you need to factor in a few more seconds for such extra steps. And if it began to rain suddenly, you'd get wet waiting for this lid to lift.

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Courtesy Volvo

### Should You Buy This Car?

As we said at the top of this piece, convertibles are a different sort of beast. And this one is decidedly un-Volvo-like. That is, Volvos are usually well-thought-out creatures, but the C70 Convertible just isn't. It's more like a mishmash of ideas, none of them fully executed.

We might also suggest to the convertible buyer that if you really want a merely competent, sane, sober four-seat clothtop, you might be happier with the aforementioned VW Beetle Convertible. While having only a minimally serviceable backseat, the Beetle is loads more fun to drive, has a much more refined chassis and is, of course, seriously cute.

The caveat, of course, is that the C70 is a Volvo, which means that safety, not performance or handling, is its *raison d'être*. The Volvo crash-testing facility in Gothenburg, Sweden, is recognized as second to none, and it is where Volvo's owner, Ford Motor, sends all its luxury brands, such as Aston Martin and Jaguar, to be tested. And while convertibles are universally considered to be not as safe as hardtops, the C70 is loaded with plenty of standard safety features, which include anti-submarine whiplash protection seats, daytime running lights, four airbags, rollover protection (in the form of an automatically deploying rollover bar), pretensioning front seatbelts and more.

However, it is difficult to compare the C70 convertible to the competition, because the National Highway Transportation Safety Administration has not ranked it or the Audi A4 Cabrio, the CLK Cabrio or the BMW 3-Series convertible. A potential buyer has to rely just on Volvo's established reputation for safety to determine whether he or she'd feel more secure in a Volvo. But, given the fact that the cars in this price range will be among the best engineered on the planet, and that none of the aforementioned makers are considered lax when it comes to safety, the potential convertible buyer may be more liable to make a decision based less on safety and more on performance.

Still, Volvo buyers are a loyal lot. Most people who buy a Volvo tend to stay with a Volvo. And they'd be getting a perfectly good car if they decided to drive off in a C70. However, if you have the money to spend, the A4 Cabrio, the BMW 3-Series ragtop or the CLK Cabrio all outshine this aging Volvo with aplomb.

Bottom line: This is a Volvo that's past its prime, and only Volvo devotees would find it more likable than the competition.

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**MSRP:** \$41,880

**Color options:** black sapphire metallic, moon dust metallic, nautic blue metallic, passion red metallic, silver metallic, sky blue metallic, titanium gray metallic, white

**Suspension type:** Front: Macpherson strut with asymmetrically mounted coil springs, hydraulic shocks, 20-mm stabilizer bar. Rear: delta-link semi-independent rear suspension with coil springs, gas shocks, 20-mm stabilizer bar.

**Acceleration:** Not available.

**Engine type:** 2.4-liter, five-cylinder, DOHC

**Horsepower:** 242 @5,400 rpm

**Torque:** 243 foot-pounds @2,400 rpm

**EPA Mileage:** 18 city, 25 highway

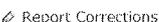
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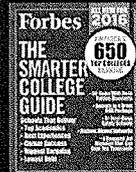
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# Ten Smart Cars For Teenagers

Hopefully Submit it's not forget the little people on its way to B lls.

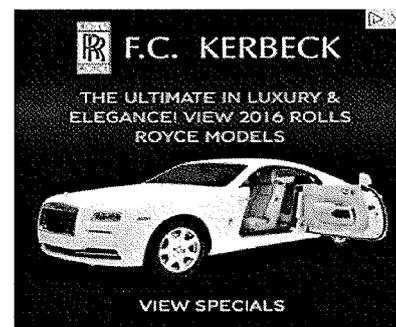
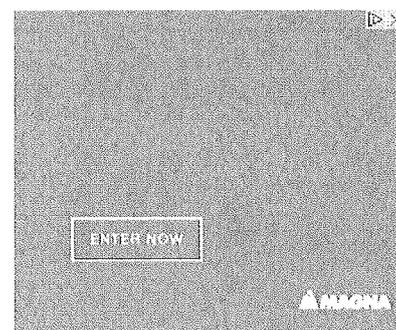
Volvo will always make safety their top priority, but the Swedish wing of Ford Motor's Premier Automotive Group is also moving upscale with modern new vehicles like the XC90 sport utility, S60 R performance sedan and overhauled S80 flagship sedan. The man who directed Volvo's design department for 11 years, Peter Horbury, has risen through the ranks after injecting Volvo's range with modernity and sex appeal to become Ford's executive director of design for North America.



While Volvo must be pleased with its newfound vitality and would-be glamour, enjoying the company's safe cars is becoming an expensive proposition. The cheapest Volvo is the \$25,000 2004 S40 entry-level sedan, which was just overhauled. It is the most expensive new car on this list of smart buys for teenagers, and even though the government has not crash tested it yet, Volvos receive excellent safety ratings—and the new S40 is a much better car than the old one.

The **National Highway Traffic Safety Administration** still has more 2004 model year cars to crash test. The organization is a part of the **U.S. Department of Transportation**, and it sets and enforces safety performance standards for motor vehicles.

An early look at the '04 cars that NHTSA has inspected reveals that safety can be hard to find if you're also looking for affordability and style—potentially bad news for parents and teenagers shopping together. While we managed to find ten nuggets—smart buys according to the government, the insurers and the sticker price—we were surprised at how few vehicles came out looking good under these terms.



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each moving at 35mph is 10% or less. A one-star frontal crash rating, the lowest, means a chance of serious injury— one that requires immediate hospitalization and may be life-threatening—of 46% or greater (A five-star side-crash rating means 5% or less chance of serious injury; one star means 26% or greater. A five-star rollover resistance rating means a risk of rollover of less than 10% in a single-vehicle crash; one star means a risk of over 40%. See the [NHTSA Web site](#) for more details on their methodology).

Except for the yet-untested 2004 Volvo S40, all of the coupes and sedans on our list also had crash-test performances that earned their cars the designation of “Best Pick” from the **Insurance Institute for Highway Safety** (IIHS), a nonprofit research and communications organization funded by auto insurers.

Different vehicle types generate different levels of insurance rates. Sports cars, for example, cost most to protect than hatchbacks because they tend to be driven more aggressively. Boys cost more to insure than girls. Newer cars, also, are generally more expensive to insure as well. So, parents, make sure you comparison shop insurance as much as you do cars.

For new coupes and sedans, we did not consider any vehicle that did not have a NHTSA rollover resistance rating. We did consider pickup trucks and SUVs without rollover ratings, as NHTSA has not rated any '04 pickups or SUVs for rollovers, but only two sport-utilities made our list. While light trucks may still be popular among younger buyers, they aren't as cheap as cars, and an individual pickup or SUV will tend to perform well in NHTSA's crash tests or the IIHS's—but not in both.

With the exception of the new Volvo, we also did not let any vehicle on our list if NHTSA left more than one of its evaluation categories unrated. The agency issues stars for five categories: driver and passenger frontal-star ratings, front- and rear-side star ratings and a rollover resistance rating. For our list, we only accepted cars with four- and five-star ratings across the board.

Having demanding safety standards complicated our list, which ended up being about the inexpensive new cars that have the highest amount of safety, value and features. Used cars are a separate business and would need their own discussion—but just to give you an idea of what is out there, we included a used Lexus IS300, a more upscale choice that is a good used car deal. The same model can be a better deal as a used car than a new, and if you have ever wondered how teenagers in your city are driving BMWs and Infinitis, the answer is often that they bought them used.

Buying a new car is still an interesting gambit. If you can afford a \$13,000 Civic from Honda Motor, you can get a car that has a sterling reputation. Many customers find leasing deals on new cars rewarding because they often make for monthly payments that compare to those of buying, but with much better options packages. You might find that leasing deals help a new car like the Civic, for example, or the even-plusher Honda Accord, fortify your kids in safe, relatively luxurious accommodations for reasonable payments. You might also find your kids are interested buying the sort of inexpensive sports cars that are targeted at them, like Mitsubishi Motor's Lancer Evolution sedan. Many American teenagers in the tuner subculture—the group of kids that customize and soup up new and used inexpensive Japanese vehicles—live with their parents and spend most of their money on their cars.

All of the cars you about to see are indeed safe, inexpensive and—perhaps the hardest characteristic to find—typical of the sort of innocuous good looks that

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conscious customer who may have been priced out of owning a Volvo. We're also happy to include a vehicle like the Impreza wagon from General Motors' Subaru affiliate. The Impreza might not come to mind immediately during a search like this, so you will have to tell us what you think of it. [Click here for the slide show.](#)

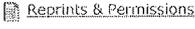
*Note: All star ratings in the slide show are from the National Highway Traffic Safety Administration. All base prices exclude destination charges.*

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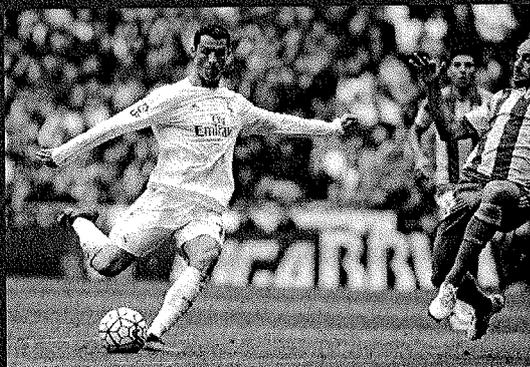
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Dan Lienert

9/12/2005 @ 12:01AM

# The Safest Cars 2005

What would you rather read about, airbags or going 200 mph on a racetrack?

Automakers seem to be asking themselves this, because the news about cars lately has had more to do with driving fast than with driving safely. Only five cars on the market have perfect crash-test scores—but 14 cars on the market have top speeds of 202 mph or higher. Making safe cars instead of flashy ones might be too boring to make business sense.

As if to underscore the mutual exclusivity of fun and safety, no sports cars are in the following slide show of the safest cars on the market. All five cars featured in the slide show are sedans, including **Ford Motor's Crown Victoria**, a vehicle often incarnated as a taxi and close in spirit to a hearse, and two other dead weights derived from it, **Mercury's Grand Marquis** and the Lincoln Town Car.

The safest cars don't exactly get one's blood going, and automakers don't seem to be in any hurry to bring more of them to market. We consulted the National Highway Traffic Safety Administration's (NHTSA) crash-test scores for 2006-model cars (the model year is underway) and found five with perfect marks. Thinking such a small number of highly safe vehicles was caused by the newness of the model year, we looked back at 2005-model cars and were surprised to find that the same five cars from 2006 were the only ones in 2005 to earn perfect scores. In other words, the news about top-drawer safety is that there is no news.

To see the safest cars on the market, please follow the link below.

Predictably, we found a **Volvo**, the **S80** sedan, among the five safest cars. But we have to wonder why Volvo is the only automaker that customers automatically associate with safety, despite the efforts of Honda Motor and **DaimlerChrysler's Mercedes-Benz** subsidiary to publicize heavily their cars' safety features.



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moment of terror we all hope we never experience.”

The program involved a crash-test demonstration—a simulation of what happens when a driver runs a red light and hits the car with the right of way. A Volvo XC90 SUV, going 30 mph, smashed into the driver’s door of a **Volvo S40** sedan as it lurched forward at 15 mph.

Ten minutes later, journalists inspected the crash up close and felt the “moment of terror” of which Eckerstein spoke. The airbags were steaming and the XC90’s interior had the horrible smell of an electrical fire.

But Volvo executives said had a person been in the S40, shielded by side airbags and curtains, he or she would perhaps have suffered bruises or a fractured rib at worst, but likely would not have been hospitalized. At that moment, the irresponsibility of building cars with subpar safety became clear to the observers. There is plenty of room in the auto business for companies other than Volvo to make safety a top selling point.

But few are doing so. Four of the five cars in the slide show are produced by Ford and its subsidiaries; one is a Honda—from its luxury **Acura** division, at that.

Perhaps the problem was our strict methodology, which called for all vehicles in the slide show to have the highest rating (five stars) in each crash-test category. We only included cars that NHTSA tested in each of its available categories: two frontal-impact tests, two side-impact tests and a rollover-resistance test.

To be fair, part of the list’s shortness also comes from the fact that NHTSA does not crash-test every car on the market—nor does it put each car it tests through each test it has. It tries to test a broad range of vehicles, but admits it lacks the resources to do every one. Among the 2005 cars not tested were Chevrolet’s Corvette from **General Motors**, the Phaeton from **Volkswagen** and **Audi’s A6**.

The difference between a good crash-test rating and a poor one is significant: A five-star NHTSA frontal-crash rating means a chance of serious injury of 10% or less in a head-on collision in which each vehicle is going 35 mph, whereas a one-star rating means a chance of 46% or higher. NHTSA defines a “serious injury” as one which requires immediate hospitalization and may be life-threatening.

If the results of our research teach us one key lesson besides which cars to buy, it is this: get side airbags if they are optional. Models without side airbags are prone to lower crash-test scores, and all five cars in the slide show earned their perfect scores partly because of side airbags, with which each vehicle showcased was equipped when NHTSA crashed it.

And for automakers, the lesson to be learned is obvious: If you want to take a stance on safety and shoot for perfect NHTSA scores, you will be showing leadership and taking a course almost never taken in the auto business. And you will be letting other automakers live with the shame of not building the safest cars they could.

[Click here for the slide show](#)

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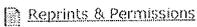
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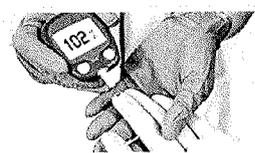
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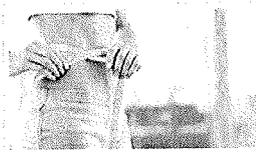
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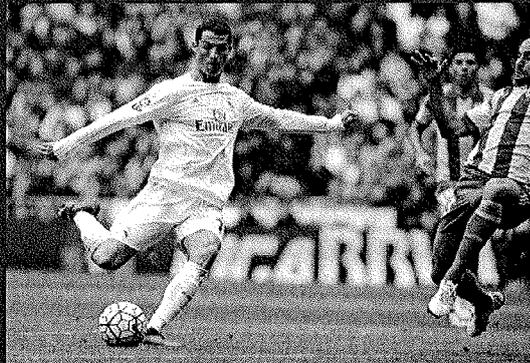
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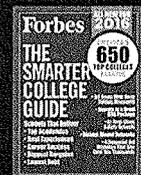
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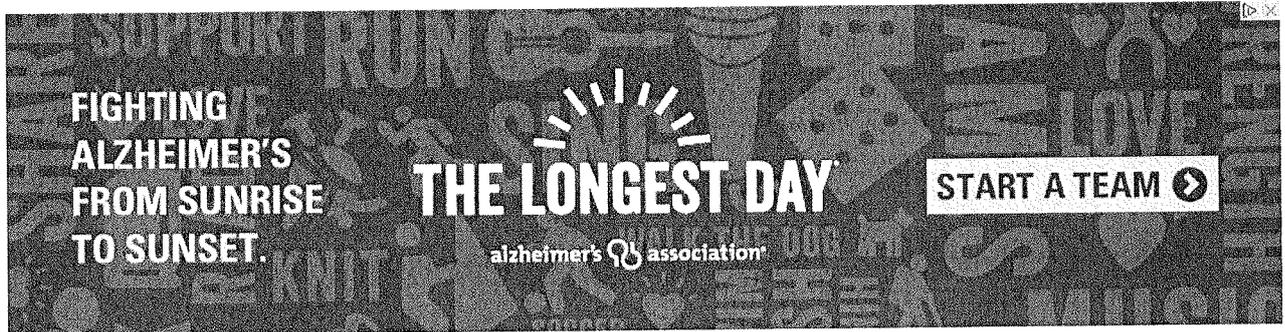
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Jack Trout

10/24/2005 @ 6:00AM

# Nine Major Marketing Mistakes

In today's world, there's so much competition that if you make a mistake your competitors quickly get your business. The chances of getting it back are very slim unless someone else makes a mistake. Hoping competitors make mistakes is like running a race hoping the other racers fall down: It just doesn't happen very often.

Here are the blunders that are the most prevalent in today's hyper-competitive world.

## Me-Too

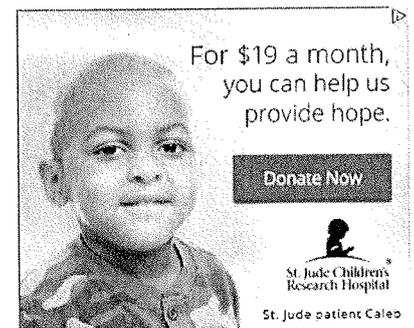
Many people believe that the basic issue in marketing is convincing prospects that you have a better product or service. They say to themselves, "We might not be first, but we're going to be better." That might be true, but if you're late, and you have to do battle with large, well-established competitors, then your marketing strategy is probably faulty. Me-too just won't cut it.

## What Are You Selling?

This may surprise you, but a good bit of my time over the years has been spent figuring out exactly what it is that people are trying to sell. In other words, trying to capture the category in a simple, understandable way. Companies, large and small, often have a very tough time describing their product, especially if it's a new category and a new technology. Your biggest marketing successes come with simple, but powerful explanations of what you're offering. Don't get cute or complex.

## Truth Will Win Out

Not understanding that marketing is a battle of perceptions, is a simple truth that trips up thousands of would-be entrepreneurs every year. Marketing people are preoccupied with doing research and "getting the facts." They analyze the situation to make sure the truth is on their side. Then they sail



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It's an illusion. There is no objective reality. There are no facts. There are no best products. All that exists in the world of marketing are perceptions in the minds of the customer or prospect. The perception is the reality. Everything else is an illusion.

### **The Other Guy's Idea**

It's bad enough to launch a me-too product, but equally problematic is a me-too idea. The reason is that two companies cannot own the same concept in the prospect's mind. When a competitor owns a word or position in the prospect's mind, it is futile to attempt to own the same word.

Volvo has pre-empted the concept of "safety." Many other automobile companies, including Mercedes-Benz and General Motors have tried to run marketing campaigns based on safety. Yet no one except Volvo has succeeded in getting into the prospect's mind with a safety message.

### **We're Very Successful**

As I've written in the past, success often leads to arrogance and arrogance to failure. When people become successful, they tend to become less objective. They often substitute their own judgment for what the market wants.

As their successes mounted, companies like General Motors, Sears and IBM became arrogant. They felt they could do anything they wanted to in the marketplace. Success leads to trouble.

### **Everything For Everybody**

When you try to be all things to all people, you inevitably wind up in trouble. Better advice comes from one manager who said, "I'd rather be strong somewhere than weak everywhere." This kind of "all things" thinking leads to what we call "line extension," or trying to use a successful brand to mean more than it can in the mind. It's a very popular mistake.

### **Live By The Numbers**

Big companies are in a bind. On the one hand, they have Wall Street staring at them asking, "How much are your sales and profits going to grow next month, next quarter, next year?" On the other hand, there are an endless number of competitors staring at them saying, "We're not going to let you grow if we can help it."

So what happens? The CEO lies to Wall Street and then turns around to the marketing people and tells them what is expected in terms of profit and growth. They in turn scramble back to their offices and try to figure out how to make those unreasonable numbers. Brash predictions about earnings growth often lead to missed targets, battered stock and even creative accounting. But worse than that, it leads to bad decisions.

As panic sets in, what often happens is that they fall into the line extension, or the everything for everybody trap. Rather than stay focused on being strong somewhere, to drive their numbers up they opt for weak everywhere. Their only hope is that they will be promoted before it all hits the fan.

### **Not Attacking Yourself**

Much has been written about the likes of Dell, Xerox, AT&T and Kodak, and their efforts to move from slow growth to high growth businesses. When this is exacerbated, companies are faced with what have been called disruptive

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Though difficult, a leader has no choice in this matter. They must find a way to move to that better idea or technology, even if it threatens their base business. If they don't, their future will be in question. Especially as that technology is improved and picks up momentum. The trick is how to do it.

**Not Being In Charge**

When the CEO or very high level management doesn't take charge of strategy, things rarely go well. In today's rough and tumble world, marketing strategy is too important to be left to middle level management.

*With more than 40 years of experience in advertising and marketing, Jack Trout is the author of many marketing classics, including Positioning: The Battle for Your Mind, Marketing Warfare, The 22 Immutable Laws of Marketing, Differentiate or Die, Big Brands, Big Trouble, A Genie's Wisdom and his latest, Trout on Strategy. He is president of marketing consultancy Trout & Partners and has consulted for such companies as AT&T, IBM, Southwest Airlines, Merck, Procter & Gamble and others. Recognized as one of the world's foremost marketing strategists, Trout is the originator of "Positioning" and other important concepts in marketing strategy.*

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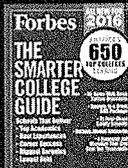




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# Arp becomes Volvo's New CEO

Doers and business, entertainment and technology:

Swede spot: "Because life happens all at once" reads the latest publicity blurb for the hulking Volvo 4x4, the soccer mom's favorite XC90. However, Fredrik Arp may hope to bask in his moment of glory for more than a fleeting split-second. Arp has been appointed president and chief executive of Volvo Cars, succeeding Hans-Olov Olsson, who will become chairman of the company, parent Ford Motor announced Thursday. Arp will report to Mark Fields, who oversees Ford of Europe and Premier Automotive Group. Arp believes he's got plenty of backing: "I feel I have strong support from Ford to develop Volvo Cars," he was reported as saying in The Associated Press. Previously Arp served as president and CEO of Trelleborg, a Swedish industrial group. Olsson had served five years as president and CEO of the automaker.



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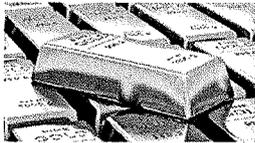
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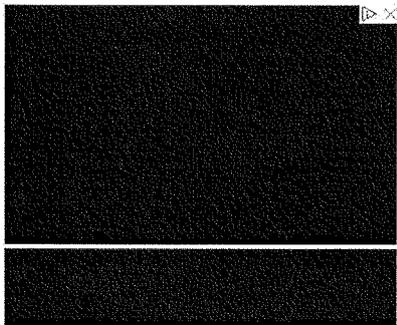
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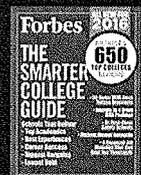
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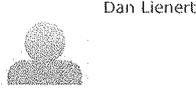
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5/01/2006 @ 12:30AM

# The Safest Cars 2006

These days, there are more cars that can go 200 mph than there are cars with top safety ratings. Way more.

That's because the speed and styling of supercars seem to attract more customers to a brand than airbags and anti-lock brakes. While **Ford Motor's S2RV** (Safety Scientific Research Vehicle) prototype of 2003 never became a production car, the racy **Ford GT40** prototype of 2002 did—in the form of the limited-edition, 550-hp **GT** supercar. Ford looks a lot sexier with the GT as its flagship, and, as they say in advertising, sex sells.

Sex appeal can translate into big sales volume, but safety technology almost never does. With the exception of Honda Motor, the brands that are most famous for building safe cars—**Volvo** and German car companies such as **DaimlerChrysler's Mercedes-Benz** subsidiary—are not volume players.

[Click here for the slide show of the market's safest cars.](#)

The fact that Volvo is singular in its prioritization of safety tells us other automakers aren't confident that safe cars will lead to profits. Mercedes does not make safety its top selling point, but it advertises powerful engines and swank interiors while touting its safety technology.

So we were not surprised to find that the list of the market's safest cars is, once again, a very short one. This year, only four vehicles managed to achieve the highest possible ratings in our evaluations. ([Last year's list](#) included only five.) Specifically, only four cars have *Consumer Reports'* highest rating for accident avoidance, as well as perfect crash-test scores across the board from either the National Highway Traffic Safety Administration or the Insurance Institute for Highway Safety.

We only looked at cars that NHTSA and the IIHS tested in all of their available categories: for NHTSA, two front-impact tests, two side-impact tests and a rollover resistance test; for the IIHS, front, side and rear tests.

To be fair, part of the list's brevity also comes from the fact that *Consumer Reports*, NHTSA and the IIHS do not test every car on the market; nor do the crash-testing agencies put each car through every test. The organizations we consulted try to assess a broad range of vehicles, but they lack the data or the

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The difference between a good crash-test rating and a poor one is significant: A five-star NHTSA frontal-crash rating means a chance of serious injury of 10% or less in a head-on collision in which each vehicle is going 35 mph. A one-star rating means a chance of 46% or higher. NHTSA defines a “serious injury” as one that requires immediate hospitalization and may be life-threatening.

If the results of our research teach us one key lesson besides which cars to buy, it is this: You should get side airbags if they are optional. Models without side airbags are prone to lower crash-test scores, and all five cars in the slide show earned their perfect scores partly because of side airbags, with which each vehicle was equipped when NHTSA or the IIHS crashed it.

A final note on methodology: We excluded from consideration all vehicles that are headed for discontinuation or replacement within the next few months.

What may surprise you is that despite this story’s introduction, the four cars that made our list are sexy in their own ways.

**[Click here for the slide show of the market’s safest cars.](#)**

NOTE: NHTSA crash-test data came from the organization’s Web site. At press time, NHTSA had not confirmed the data despite multiple e-mail requests from Forbes.com.

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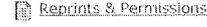
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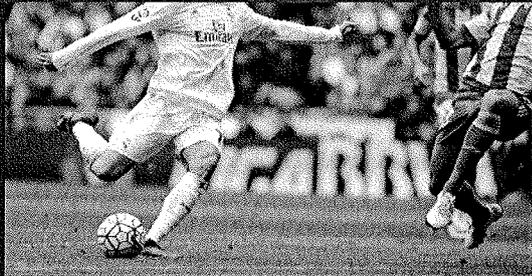


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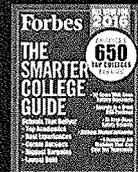
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# Big Trucks On A Bumpy Road

**The Volvo Group** has grown from a relatively provincial European truck maker to one with major brands and operations around the world in the seven years since selling its car brand to Ford Motor in 1999. In 2001, Volvo bought Renault Trucks and its U.S. subsidiary, Mack Trucks. Earlier this year, it inked a deal with Nissan Diesel in Japan that will ultimately place nearly 50% of that company in Swedish hands. The Volvo Group is now the world's second-largest maker of heavy duty trucks, behind DaimlerChrysler, with 2005 sales of \$30 billion. But Volvo is not standing pat: It is pursuing acquisitions and joint ventures aimed at taking advantage of the booming markets of China and India.

Meanwhile, separate environmental regulations in North America, Europe and Japan are roiling the mature markets. In the U.S., for example, the market for heavy duty trucks is expected to fall 25% to 40% next year when new emissions standards kick in because buyers are gorging on the cheaper 2006 trucks. And there are always world economies to worry about. Jorma Halonen, Volvo Groups deputy chief executive, sat down with Forbes.com to talk about how Volvo Group plans to steer its course around the globe.

### Forbes.com: How does the world look from the perspective of a heavy duty truck maker?

**Jorma Halonen:** If you look at the global economy, it looks like Europe is rather stable, the GDP growth for 2007 is probably between 2.5% and 3%, U.S. is perhaps a little bit of a question mark, but lets say it's up 3%, plus or minus something, probably a little less. In Asia we have Japan, which should also grow between 2% and 3%. So you could say Europe, U.S. and Japan are all about the same, 2.5% or something like that. Then we have these two big countries that are growing fast, like India, which is growing 7% or 8%, and China, roughly 10%. Even if they try to cool down the Chinese economy, it's still going very very fast there.

I'm very much in Asia nowadays, about two weeks per month, and we're following of course the Chinese economy pretty close, and it's amazing how fast they are going. The biggest thing they are doing is constructing the infrastructure, the road network. By 2010 they will have probably 40,000 to 45,000 miles of four-lane or five-lane highways. It's only the U.S. which is bigger than that. Europe will be passed. When the roads are not so crowded, there will be better opportunities for transport companies to buy more better-specified products because they can have higher average speeds, they can

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When you use your investment so much, of course you need better quality products.

Europe is pretty strong today. We have had a little pre-buy effect because Euro 4, the latest emissions standard, was valid from the first of October. But the pre-buy affect was not as big as we have seen in the U.S. Here we will have the U.S. '07 [emissions standard] valid from the first of January 2007. This year the total market for North America will be 340,000 to 350,000 Class 8 products. Next year its pretty clear we will have a decrease in North America and especially in the U.S. When you talk with our colleagues and competitors in the marketplace there is a common understanding that the market could drop between 25% and 40%. ... We have started to discuss this in February 2004. We knew it. And we've also made announcement about layoffs both in Hagerstown, [Md., an estimated 600 positions] and Macungie, [Pa., an estimated 450 positions] and probably New River Valley, [Va.,] will follow.

The good thing, if you compare it with the past, will probably be rather short. And the main reason for that is that we will have the next emission requirements coming Jan. 1, 2010. That means that our customers can't wait too long before they come back because we can't supply all the customers in 2009. There's no industrial capacity for that, so they have to come back in the second half of 2007.

#### **Why did Volvo ultimately decided to do the Nissan Diesel deal, and how is it working out?**

Volvo looked at the company five years ago, but at that time we felt like there was too much to do, so we decided not to continue the discussions. The results were very red, there were big debts and an uncertain future. But then they made a new management team with Iwao Nakamura as president and CEO, and they have done a great job. I must say they have really turned around that company. Their operating margin in 2001 was very much negative, and today the operating margin is roughly 6% to 7%, which is a little bit lower than what we have in our truck business, 7% to 8%, but it is close. We started negotiations again in late 2004 and the main reason was because Mr. Carlos Ghosn Carlos Ghosn contacted Leif Johansson Leif Johansson , our group president and CEO, and Leif appointed me as chief negotiator as deputy CEO for Volvo Group.

We have been quite bad in Japan, to be honest. We have been selling 400, 500, 600 trucks there. Last year Volvo sold 100,000 trucks worldwide, so this is a very small percentage. Our market share there has been less than 1%. So if you really want to have a foothold in Japan you had to cooperate with some local makes.

It was not only Japan that we were thinking. It was also the medium duty business. Because we are rather small in medium duty, and if you want to be a global player, you need bigger volumes. And the third thing is that they are rather strong in Thailand and Malaysia, they have a foothold in Australia, they are pretty good in South Africa. We now already we have 20 Volvo Mack dealers who are selling Nissan Diesel medium duty trucks in the U.S.

#### **Will the Nissan Diesel deal help you at all in China?**

Yes, but this is a difficult question to answer. Nissan Motors has a 50-50 joint venture with the biggest Chinese truck manufacturer, Dongfeng. We are in discussions with Dongfeng. But in China there is an automotive policy that allows a foreign company to have only two joint ventures. Volvo Group today



This year in China the heavy duty market has grown 20%, so we will end up at 250,000 or 280,000 heavy duty trucks. Of that number, just 10,000 are imported. So the segment for imported brands is very small. We are selling about 1,000 a year, which is not a big business yet. In China, you have to be patient. It's 1.3 billion people living there. With GDP growth of 9% to 10% and with the construction of the road network, the opportunities will be there.

#### **What are you personally spending most of your time working on?**

Acquisitions. I have been responsible for the Nissan Diesel deal. I am chief negotiator with Dongfeng. We have been looking at some other things, like Lingong [a Chinese construction equipment company], where we have acquired 70% of their excavator factory. But that deal must still be approved by authorities. We made a joint venture with Jaico in India to build bus bodies. We are looking at other opportunities.

#### **To what extent are the regulatory agencies around the world amenable to standardizing the standards?**

The authorities are welcoming all of the comments from the industry, including engine manufacturers. They are saying, "Please, come with the proposals, tell us what we should do." I think there is an openness. The biggest difficulty is that the industry in the different regions, we haven't agreed how to do it, unfortunately. Because the Japanese makers, they haven't been too interested in what's happening in the U.S. and Europe, and the U.S. manufacturers have not been too interested in what's happening in Europe. But now, with Volvo owns Mack and linked with Nissan Diesel, Paccar owns Daf in Europe, DaimlerChrysler is working with Mitsubishi Fuso, in Japan. The regions are much better linked today, so there is a much better understanding today that the industry will save some money if we can do this.

We just had a global meeting with all the OEMs, including the engine manufacturers Caterpillar and Cummins in Europe in September—we meet once a year in September to discuss this—and we all agreed that probably the closest point we could have one global emissions standard is around 2012 or 2013, so it is six, seven years away.

#### **Is your cost structure flexible enough to handle these wild swings?**

No, it's not. In the U.S., if the market goes down 25% or 40%, then you have to have layoffs. There's no doubt about that. In Europe, the situation is better, because the swings in the market normally are not more than 10% to 15% a year. We have flexibility in our industrial system in Europe of 12% to 15%. Europe we handle pretty well. The U.S. is a little more tricky. To be flexible when the market goes down 40%, it's difficult for everyone.

#### **Will we see alternative powertrains in heavy trucks anytime soon?**

With the new emissions regulations and when oil prices were hitting \$70 and up, it was more interesting. But we are working on alternative fuels, there is no doubt about that. You have natural gas, but we are using that mainly for city buses. You can have ethanol, which we are also using on the bus side, not too much on the truck side.

The most interesting part for the truck side is probably hybrids. Last year Mack supplied the first hybrid truck to the U.S. Air Force for aircraft refueling. If you look at the city of New York, for example, the new standards

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We have to remember that the costs today on hybrids are still dependent on total demand. If demand is low, the cost starts to get pretty high. But what we can say today, the fuel consumption could go down 35%, which would allow for a higher product cost, too. So it's mathematics. Here of course we are very happy to have Nissan Diesel because they have been working on hybrids longer than Volvo.

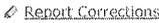
Hybrids help trucks starting the engines, and you take the energy from braking [and use it to power the vehicle]. For city buses, when you stop very often, you can take a lot of energy. Now it's nothing for long haul trucks. The diesel technology, we believe, is still the major technology for long-haul trucks for, let me guess, 15 years to come, at least.

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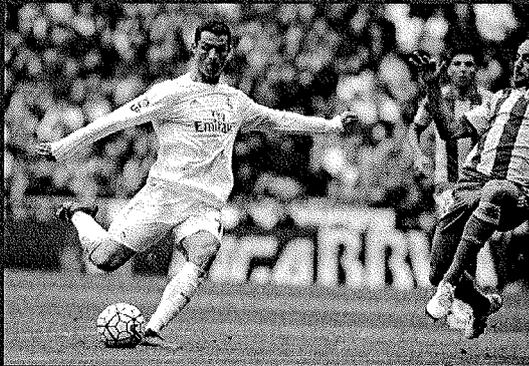
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Jacqueline Mitchell

2/05/2008 @ 6:00PM

# What Your Car Says To The Opposite Sex

Can't seem to catch the attention of that certain someone? You may be driving him or her away before you open your car door.

That's because your ride says more about you than you might imagine.

A man pulling up to a ritzy restaurant in a two-seater Porsche 911 sends a signal that he is a determined, highly successful, middle-aged professional. The guy behind the wheel of an Audi RS4 sedan is confident shopping on Rodeo Drive and making deals on Park Avenue.

### Photo Gallery: What Your Car Says To The Opposite Sex

Women aren't exempt from scrutiny. A female in a Lexus RX 350 sport-utility vehicle is most likely a college-educated professional who is married with children. But the woman driving a Jaguar XF is a lover of luxury who is just as likely to be single or married.

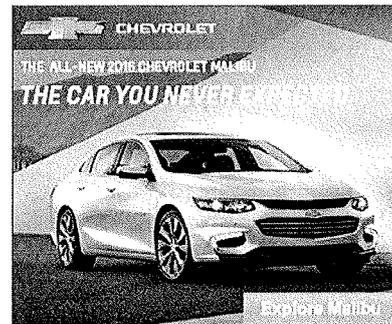
"The XF is extremely modern," says Anne Clinard, a Jaguar North America spokeswoman. "It says that I am an individual who has a strong sense of self and appreciates the finer things in life. People know you have discerning tastes and that you are not afraid to stand out and drive something different than what your neighbors may drive."

### Behind The Brands

Automakers like Jaguar know that a car is more than transportation for some; it is an extension of the driver's image.

That's why we turned to them to see what the market's most popular cars for men and women, according to J.D. Power and Associates, say about their drivers. Our findings come from automaker-supplied buyer demographics.

"This new generation of consumers looks at a vehicle as a piece of clothing," says Wesley Brown, partner in Iceology, a Los Angeles-based consumer



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***What do you think some cars say about the person behind the wheel? Weigh in. Add your thoughts in the Reader Comments section below.***

High on the luxury list for women are safety, reliability and value. Men prefer the exact opposite; performance, power and style are among their top choices.

Take the [Porsche 911](#). Its buyers are 86.8% male with the average age of 51 and median income of \$390,000. They are driven to succeed and like to reward themselves for achieving their goals.

"These buyers are determined," says Tony Fouladpour, a company spokesman. "They made up their minds a long time ago that they would have this car when they arrived at a certain stage in life."

If you are looking for love, you may want to steer clear of women driving sport-utility vehicles. Mike Michels, a [Lexus/Toyota](#) spokesman, says 66% of the RX 350 SUV buyers are female, and 78% are married. Their median age is 55 and they have a median income of \$141,000. About 25% of female buyers have children under age 18, suggesting that many are empty-nesters.

"They are successful, demanding people who are able to buy nice things but are buying them for all the right reasons," says Michels. "They want luxury, sophisticated and fun things. It has to be safe and functional. They don't make frivolous purchases."

Automakers compile such demographics in order to better market their products to certain populations. They also help engineers and designers create vehicles that will attract certain buyers.

"It helps to know your customer," says Rob Moran, a [Mercedes-Benz](#) spokesman. "It helps us to be more of a rifle shop than a shotgun. It helps us to offer our audience programs that capture their lifestyles and events that interest them."

This inside information is also helpful in reaching out groups that buy the car, but in smaller numbers. [Volvo](#) is happy that women like their products, especially women with children who place safety at the top of their automotive wish lists. But [Volvo](#) also broadens its sales reach to single women who rate safety high on their shopping lists despite not having children.

The company is known for its safe, family-friendly vehicles, but has extended its marketing efforts over time to attract younger, single women by designing more contemporary-styled vehicles that are curvier and less boxy. The [Volvo S40](#), with a base price of \$24,365, has helped [Volvo](#) reach single women who want safety in a more stylish package at an affordable price.

#### **Photo Gallery: What Your Car Says To The Opposite Sex**

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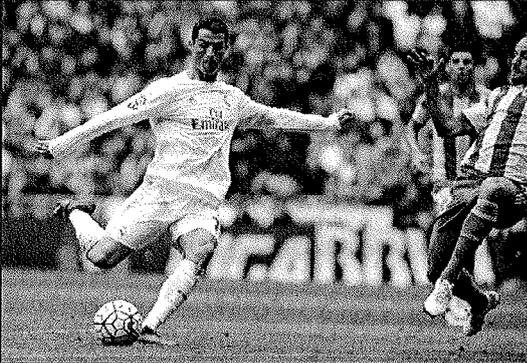
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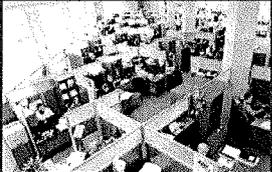
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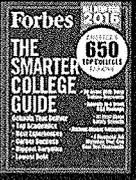
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